KEY ALLIANCE GROUP BERHAD

Registration No.: 200301007533 (609953-K)

DRIVING PROGRESS THROUGH INNOVATION

Annual Report 2026

CORPORATE OBJECTIVES

23rd Annual General Meeting
of Key Alliance Group Berhad

Venue
Lot 4.1, 4th Floor, Menara Lien Hoe, No. 8 Persiaran Tropicana, Tropicana Golf & Country Resort, 47410 Petaling Jaya, Selangor.

Date and Time
Friday, 28 August 2026 at 10.00 a.m.

Online Annual Report

For our reports, please scan the QR code or visit http://www.kag.com.my/agm.php

Customer Loyalty

Nothing speaks more loudly than delivering inventive ICT solutions that translates into customer success. This is an essential element in the way Key Alliance Group Berhad do business and conducts itself.

Continuous Growth

As growth comes from taking smart risks, we believe our experience and knowledge will help us recognize trends and make for a smoother ride in the perilous waves of uncertainty.

Market Leadership

Key Alliance Group Berhad focuses on leading the pack in its chosen fields of competition and continuously adapts to global market request.

Employee Commitment

Motivated and loyal employees make a difference at Key Alliance Group Berhad. Their efforts, contributions and accomplishments are highly valued, and critical to our success.

Corporate Citizenship

Key Alliance Group Berhad will practice the highest standards of honesty and integrity, crucial in earning and retaining loyalty from various stakeholders.

Responsible Profit

Short and long-term protability will provide resources that allow us to reinvest in new and emerging business opportunities,employees and community.

IN THIS REPORT

OVERVIEW

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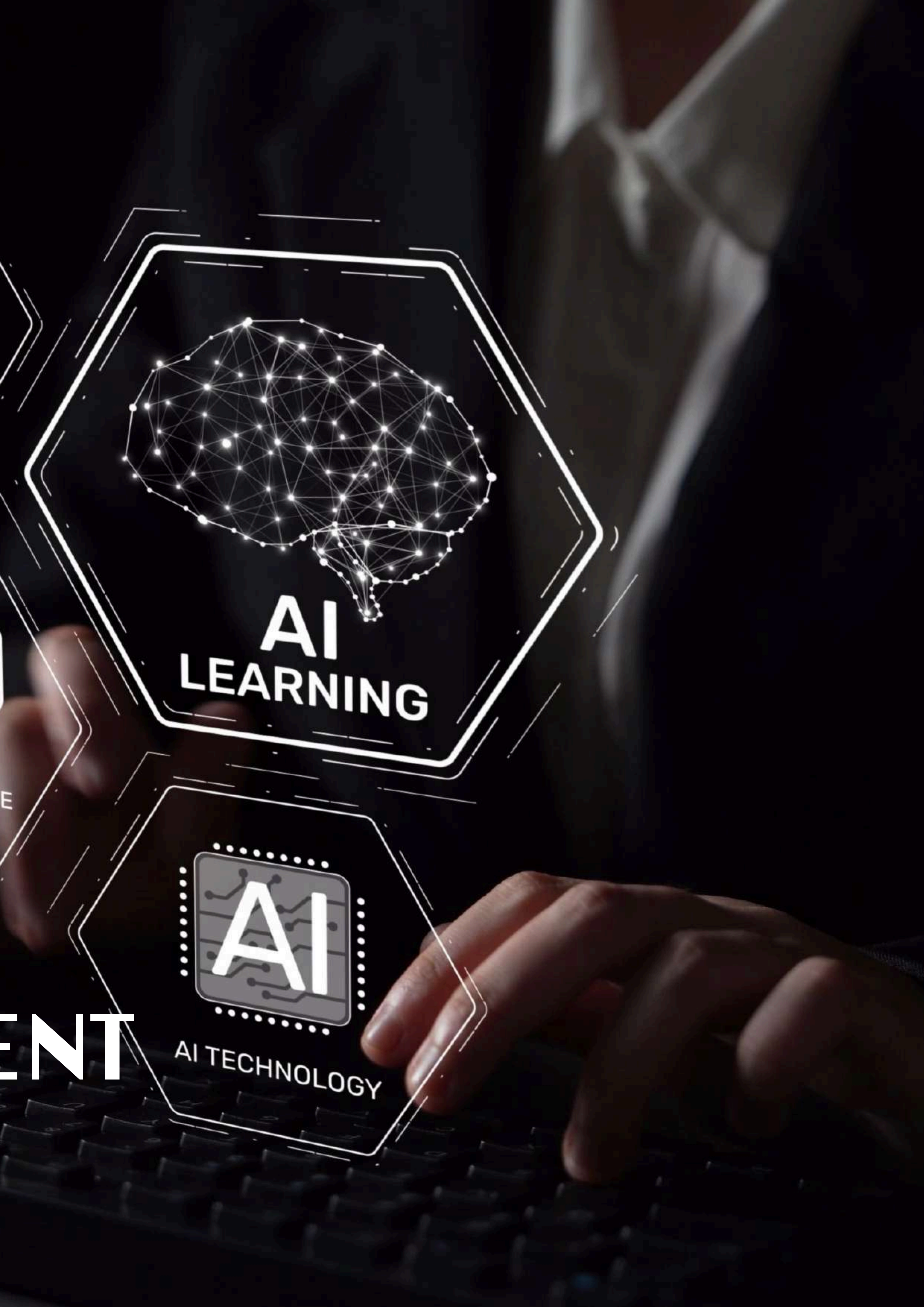
INFORMATION

DRIVING INTELLIGE
TRANSFORMATION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LEARNING
AI
AI TECHNOLOGY
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CORPORATE INFORMATION

BOARD OF DIRECTORS

Dato' Seri Farhash Wafa Salvador, J.P
(Executive Chairman)

Roy Ho Yew Kee
(Executive Director)

Ahmad Rasyad Bin Anwar
(Executive Director)
(*Appointed on 17 October 2025*)

Lee Kien Fatt
(Independent Non-Executive Director)

Dr Azizah Binti Sulaiman
(Independent Non-Executive Director)

AUDIT AND RISK MANAGEMENT COMMITTEE

Committee Chairman:
Lee Kien Fatt

Committee Members:
Dr Azizah Binti Sulaiman

NOMINATION COMMITTEE

Committee Chairman:
Lee Kien Fatt

Committee Members:
Dr Azizah Binti Sulaiman

REMUNERATION COMMITTEE

Committee Chairman:
Lee Kien Fatt

Committee Members:
Dr Azizah Binti Sulaiman

SHARE ISSUANCE SCHEME COMMITTEE

Committee Chairman:
Roy Ho Yew Kee

Committee Members:
Ong Gim Hai

COMPANY SECRETARIES

CHONG VOON WAH
SSM Practicing Certificate
No.: 202008001343
MAICSA 7055003

THAI KIAN YAU
SSM Practicing Certificate
No.: 202008001515
MIA 36921

BUSINESS ADDRESS

Lot 4.2, 4th Floor,
Menara Lien Hoe
No. 8 Persiaran Tropicana
Tropicana Golf & Country Resort
47410 Petaling Jaya
Selangor Darul Ehsan
Tel : +603-7800 9688
Email : kgroup@kag.com.my
Website : www.kag.com.my

REGISTERED OFFICE

22-09, Menara 1MK
No. 1 Jalan Kiara, Mont Kiara
50480 Kuala Lumpur
Tel : +603-2856 7333
Email : vw.chong@silverocean.com.my

AUDITORS

Messrs Russell Bedford LC PLT
(LLP0030621-LCA & AF1237)
Chartered Accountants
Suite 37, Level 21, Mercu 3
No. 3, Jalan Bangsar, KL Eco City
59200 Kuala Lumpur
Tel : +603-2202 6666
Fax : +603-2202 6688

SHARE REGISTRAR

ShareWorks Sdn. Bhd.
No. 2-1, Jalan Sri Hartamas 8
Sri Hartamas
50480 Kuala Lumpur
Tel : +603-6201 1120
Fax : +603-6201 3121
Email : ir@shareworks.com.my

PRINCIPAL BANKER

Malayan Banking Berhad

STOCK EXCHANGE LISTING

ACE Market of the Bursa
Malaysia Securities Berhad
Stock Name : KGROUP
Stock Code : 0036

CORPORATE STRUCTURE

BOARD OF DIRECTORS' PROFILE

DATO' SERI FARHASH WAFA SALVADOR, J.P

Executive Chairman

Nationality
Malaysian

Gender
Male

Age
43

Length of Services (as at 30 June 2026)
1 year 5 months

Dato' Seri Farhash Wafa Salvador, J.P. ("Dato' Seri Farhash") was appointed as the Executive Chairman of Key Alliance Group Berhad ("KAG" or "the Company") on 28 January 2025.

Dato' Seri Farhash was a graduate with a professional qualification major in Executive Certificate in Public Leadership from Harvard Kennedy School, Harvard University, a masters holder major in Master of Science in Finance from University of Portsmouth, United Kingdom and a degree holder major in Honours Degree of Bachelor of Arts in Business Administration from University of Portsmouth, United Kingdom.

Dato' Seri Farhash brings with him more than a decade's worth of experience in the field of business, consultancy and advisory. In the business front, his illustrious career spans across a broad range of sectors, which include construction, technology, hotel, and food & beverage. He is also a staunch advocate for promoting the development of the Small and Medium Enterprise ("SME") industry in the country. Moreover, Dato' Seri Farhash is a multi-talented innovator with five award-winning patents held across the world, including the United States, the United Kingdom, France, Germany, and China.

As testament to his talents and invaluable contribution to the industry, he was named, amongst the many, Emerging Entrepreneur of the Year in 2020 by the Global Business Leadership Awards, Enterprising Entrepreneur of the Year in 2019 and Technopreneur of the Year in 2018 by SEBA, Malaysia Outstanding National Entrepreneur Bumiputra in Business in 2018, 100th most influential young entrepreneur in 2017 and Bumiputera Entrepreneur Startup Scheme Award by the Bumiputera Agenda Leadership Unit (TERAJU) in 2016.

He is or has been a director and/or shareholder in at least ten (10) private companies including Swag Technologies Sdn. Bhd., Salvador & Sons Sdn. Bhd. and Pacific Samudera Sdn. Bhd. He was also an Independent Non-Executive Director of Bluemont Group Limited (now known as Southern Archipelago Limited) from 2014 to 2016, a public company listed on the Mainboard of the Singapore Exchange ("SGX").

Dato' Seri Farhash presently sits on the Board of Advisory of Yayasan Usahawan Malaysia, a non-government organisation that thrives on the frontier of gathering, creating and developing sustainable companies with strong entrepreneurship traits. Dato' Seri Farhash is currently the Group Executive Chairman of Apex Equity Holdings Berhad, Executive Chairman of Excel Force MSC Berhad, and a Director of Berjaya Construction Berhad and Bukit Kiara Resort Berhad.

ROY HO YEW KEE

Executive Director

Nationality
Malaysian

Gender
Male

Age
51

Length of Services (as at 30 June 2026)
14 years 6 months

Mr Roy Ho Yew Kee ("Mr Roy"), was appointed as the Executive Director of KAG on 30 December 2011 and redesignated as a Non-Independent Non-Executive Director on 23 May 2014. On 27 November 2015, he was redesignated as Executive Director and later redesignated as Managing Director on 14 August 2017. On 22 April 2024, he was redesignated to his current position as the Company's Executive Director.

Mr Roy is the Chairman of the Share Issuance Scheme Committee. He obtained his Bachelor of Commerce from Griffith University, Brisbane, Australia. Mr Roy brings over 20 years of financial service and restructuring experience both locally and abroad in various capacities. As Executive Director, he is responsible for the strategic direction of the Group, and for identifying opportunities for the Group's various business units.

Mr Roy started his career in Australia in 1998, in the financial services industry, joining Hartley Poynton Ltd, a subsidiary of Royal Bank of Canada, where he was trained as a financial advisor, specialising in derivatives and first generation fintech products. He then moved to a boutique trading firm, Tricom Futures Ltd, in 2003, where he set up a trading desk in greenfield markets, specialising in debt instruments, capital raising, equity linked structures and derivatives.

Other than KAG, Mr Roy also sits on the board of XOX Bhd, Cheetah Holdings Berhad, Komarkcorp Berhad and D'nonce Technology Bhd.

BOARD OF DIRECTORS' PROFILE

AHMAD RASYAD BIN ANWAR
Executive Director

Nationality
Malaysian

Gender
Male

Age
34

Length of Services (as at 30 June 2026)
8 months

Encik Ahmad Rasyad Bin Anwar ("En Ahmad Rasyad") was appointed as an Independent Non-Executive Director of KAG on 17 October 2025. On 10 July 2026, he was re-designated as Executive Director of the Company. En Ahmad Rasyad is a member of the Malaysian Institute of Accountants (MIA).

En. Ahmad Rasyad has more than 13 years of extensive and varied experience in a multitude of industries, including Finance, Private Equity, Defence and ICT. He has held senior management roles overseeing strategic planning, business development, and execution of major defence projects, as well as prior experience in audit and assurance with professional firms handling multinational clients.

En. Ahmad Rasyad is currently serving as Chief Executive Officer of a defence technology company, where he leads the company's strategic direction, business expansion and oversees key defence projects in collaboration with government agencies and industry partners. He also manages his own business venture focusing on international defence collaborations.

En. Ahmad Rasyad does not hold any directorship in other public companies.

LEE KIEN FATT
Independent Non-Executive Director

Nationality
Malaysian

Gender
Male

Age
59

Length of Services (as at 30 June 2026)
8 years 1 months

Mr Lee Kien Fatt ("Mr Lee"), was appointed as an Independent Non- Executive Director of KAG on 4 June 2018. He is also the Chairman of the Audit and Risk Management Committee, Nomination Committee and Remuneration Committee of the Company. Mr Lee is a member of the Malaysian Institute of Certified Public Accountants (MICPA) and the Malaysian Institute of Accountants (MIA).

Mr Lee started his career with an articleship with KPMG in 1987 before joining Group Associated (C&L) Sdn. Bhd. as Finance Manager from 1992 to 1994. After a stint with Ng Tiong Seng Corporation Berhad, he joined United Straits Amalgamated Berhad as Group Financial Controller in 1997. Subsequently, he was appointed as Consultant cum Executive Director of RNC Corporation Berhad in 1999. Mr Lee then left to join as Consultant cum Independent Non-Executive Director of LBI Capital Berhad in 2003. He also served as an Independent Non- Executive Director of Tenggara Oil Berhad from 2007 to 2008. Currently, Mr Lee is also the Director of Fattco Holdings Sdn. Bhd..

Other than KAG, Mr Lee also sits on the board of Niche Capital Emas Holdings Berhad, XOX Networks Berhad and LBI Capital Berhad.

BOARD OF DIRECTORS' PROFILE

DR AZIZAH BINTI SULAIMAN

Independent Non-Executive Director

Nationality
Malaysian

Gender
Female

Age
55

Length of Services (as at 30 June 2025)
3 year 1 months

Dr Azizah Binti Sulaiman ("Dr Azizah") was appointed as Independent Non-Executive Director of KAG on 1 June 2023. She is also a member of the Audit and Risk Management Committee, Nomination Committee and Remuneration Committee of the Company. Dr Azizah graduated with a Bachelor of Medicine and Surgery (MBBS) from the Manipal Academy of Higher Education (India). She also holds the Letter of Credentialing & Privileging Aesthetic Medical Practice from the Ministry of Health Malaysia.

Dr Azizah completed her housemanship and continued her work in the government sector at Queen Elizabeth Hospital Kota Kinabalu, Sabah. There she trained in multiple disciplines until she decided to specialise in Aesthetic Medicine. Currently, she is the Medical Director of Klinik Cosmedic, and she has successfully positioned the clinic as a reputable and trusted provider of Aesthetic Medical Services. Dr Azizah is also the Vice President of Pertubuhan Doktor Estetik Berdaftar Malaysia (PDEBM).

Other than KAG, Dr Azizah also sits on the board of Komarkcorp Berhad.

NOTES

(i) All the Directors do not have any family relationship with any Director, Major Shareholder and/or the Chief Executive of KAG.

(ii) None of the Directors has been convicted of any offences other than traffic offences within the past five (5) years, if any.

(iii) None of the Directors has any conflict of interest with the Company.

(iv) Details of Directors' attendance at the Board meetings are set out in the Corporate Governance Overview Statement.

KEY SENIOR MANAGEMENT PROFILE

ONG GIM HAI

Chief Operating Officer of Progenet Innovations Sdn. Bhd.

Nationality	Gender	Age
Malaysian	Male	51

Mr Ong Gim Hai ("Mr Ong") is the Executive Director of Progenet Innovations Sdn. Bhd., a wholly-owned subsidiary of the Company. Mr Ong graduated with a B.Eng. Bachelor of Engineering in Electrical and Electronic Engineering from the University of Sussex Brighton, UK.

Mr Ong has 20 years of experience in the IT and computer industry, helping multi-nationals to establish and to grow operations in ASEAN, ranging from start-ups to established organisations. In January 2004, he joined Mercury Interactive Hewlett-Packard as pre-sales consultant and was subsequently promoted to sales manager in the year 2006 to manage large enterprise accounts and develop new business within assigned accounts. Mr Ong then joined VMware Inc. in the year 2008 as an enterprise account manager. In 2010, Mr Ong joined Palo Alto Networks as country manager, managing operations in Malaysia. From 2015 to 2016, Mr Ong represented Nutanix Malaysia and Brunei as managing director, managing sales operations in Malaysia and Brunei.

Mr Ong also sits on the board of Jadi Imaging Holdings Berhad as Executive Director. He has no relationship with any other Director, Major Shareholder and/or the Chief Executive of the Company, no conflict of interest with the Company and has not been convicted of any offences within the past five (5) years other than the traffic offence, if any.

CHOONG KAI LOON

Channel Director of Progenet Innovations Sdn. Bhd.

Nationality	Gender	Age
Malaysian	Male	40

Channel Director of Progenet Innovations Sdn. Bhd., Mr Choong Kai Loon ("Mr Choong") graduated with a Bachelor's Degree in Information Technology from Multimedia University, Malaysia.

Mr Choong spent his early post-graduate years in a fintech company, Finexus International Sdn. Bhd. and eventually ventured into the data centre and cloud hosting business with Peering One Sdn. Bhd. before joining Progenet Innovations Sdn. Bhd..

He currently oversees the sales and operations for the cloud business while assisting existing and new customers in transforming business operations from local hosting to using the latest technology.

Mr Choong does not hold any directorships in any public listed company. He has no relationship with any other Director, Major Shareholder and/or the Chief Executive of the Company, no conflict of interest with the Company and has not been convicted of any offences within the past five (5) years other than the traffic offence, if any.

WAN MOHAMAD SHAZMAN BIN WAN MUSTAFA

Operations Director of Progenet Innovations Sdn. Bhd.

Nationality	Gender	Age
Malaysian	Male	33

Mr Wan Mohamad Shazman Bin Wan Mustafa ("Mr Wan") serves as the Operations Director of Progenet Innovations Sdn. Bhd., bringing a wealth of expertise in Data Protection, with a focus on Veritas, Cloud and Microsoft Solutions. With over six years of industry experience, Mr Wan's profound knowledge and skills have earned him the roles of both Operations and Technical Director at Progenet Innovations Sdn. Bhd..

In his leadership capacity, Mr Wan is tasked with defining and steering the strategic goals of Progenet Innovations Sdn. Bhd. across various domains, including sales, operations, and technical initiatives. He leads multiple high-profile IT projects for prominent clients, ensuring their successful execution.

As Operations Director, Mr Wan's primary objectives include achieving the Company's sales targets and enhancing daily operations through practical and sustainable milestones. He emphasises the importance of synergy across the organisation to maintain smooth and efficient operations.

Mr Wan does not hold any directorships in any public listed company. He has no relationship with any other Director, Major Shareholder and/or the Chief Executive of the Company, no conflict of interest with the Company and has not been convicted of any offences within the past five (5) years other than the traffic offence, if any.

YEN KIT TENG

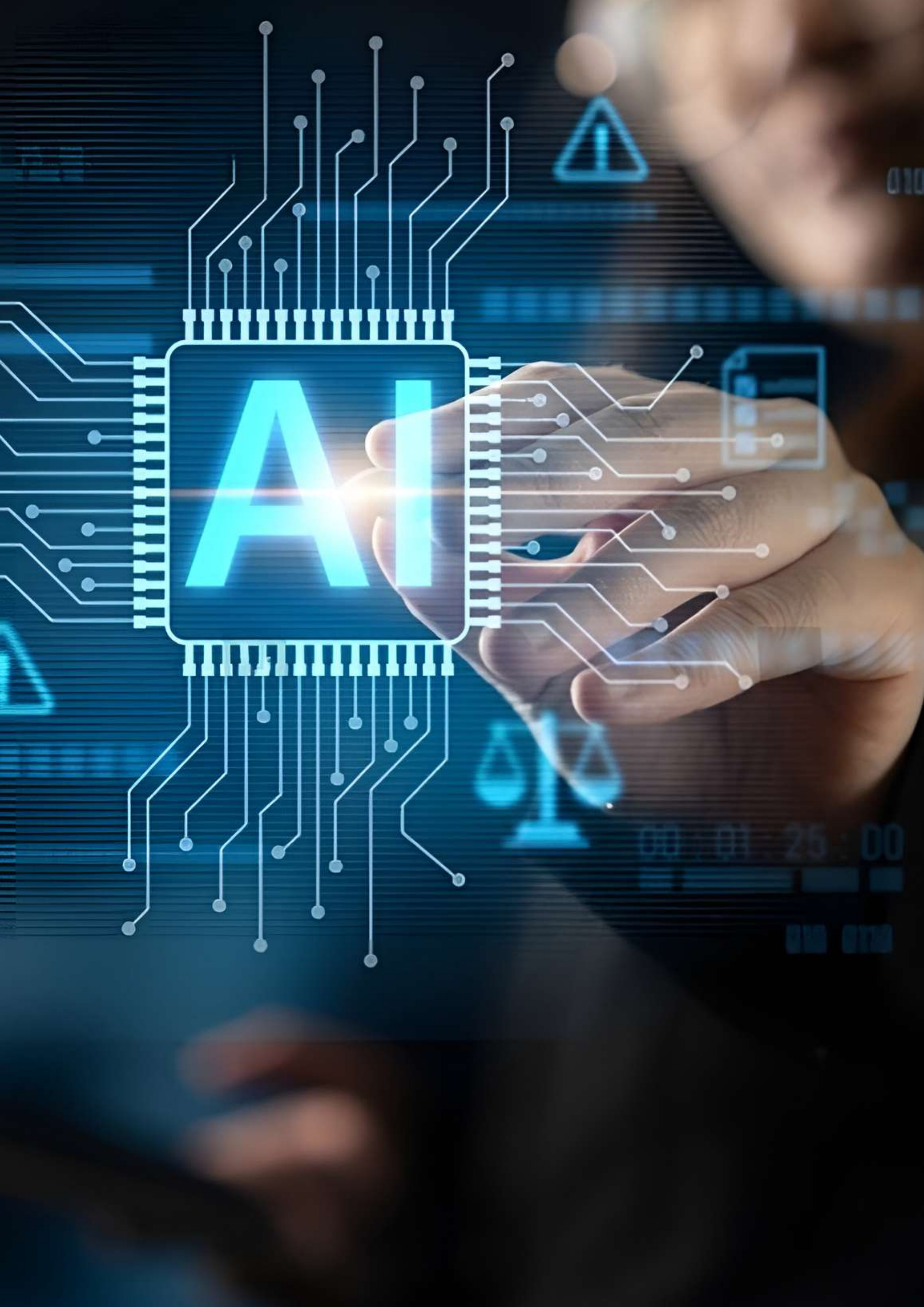
Financial Controller

Nationality	Gender	Age
Malaysian	Female	33

Ms Yen Kit Teng ("Ms Yuffie") is the Financial Controller of the Group. She graduated with a Bachelor of Commerce (Honours) from Tunku Abdul Rahman University College. Ms Yuffie is a Chartered Accountant with Malaysian Institute of Accountants (MIA), a member of the Association of Chartered Certified Accountants (ACCA), and ASEAN Chartered Professional Accountant (ASEAN CPA). Ms Yuffie brings with her extensive experience in company secretarial matters, corporate and individual tax, audit and finance across various industries. She is currently overseeing the finance, taxation, human resources and administrative functions of the Group.

Ms Yuffie does not hold any directorships in any public listed company. She has no relationship with any other Director, Major Shareholder and/or Chief Executive of the Company, no conflict of interest with the Company and has not been convicted of any offences within the past five (5) years other than the traffic offence, if any.

UNLOCKING NEW OPPORTUNITIES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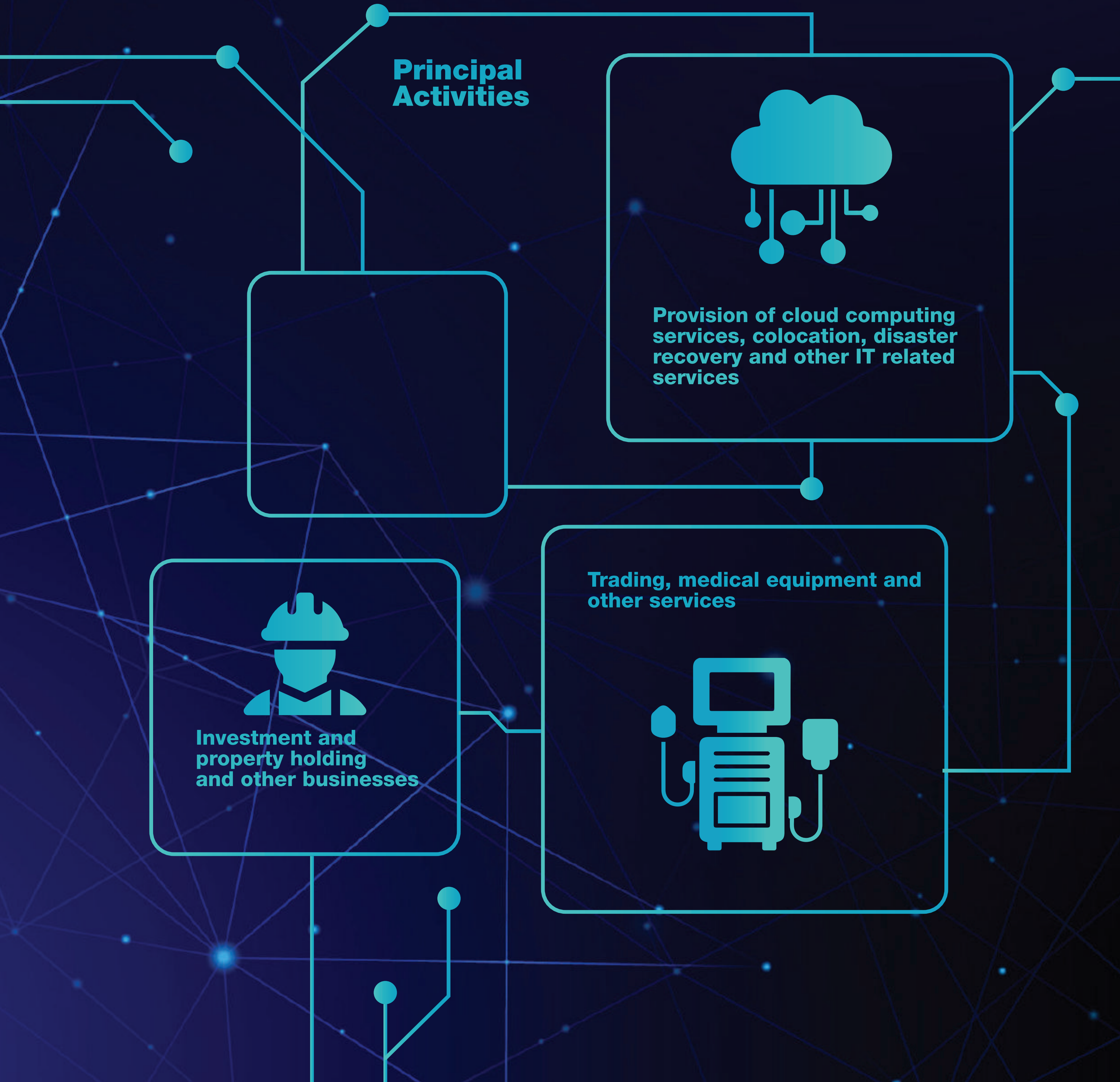
MANAGEMENT DISCUSSION AND ANALYSIS

OVERVIEW OF GROUP'S BUSINESS AND OPERATIONS

The principal activity of Key Alliance Group Berhad ("KAG" or the "Company") is investment holding. Together with its subsidiaries ("KAG Group" or the "Group"), KAG is principally organised into the following reportable segments:

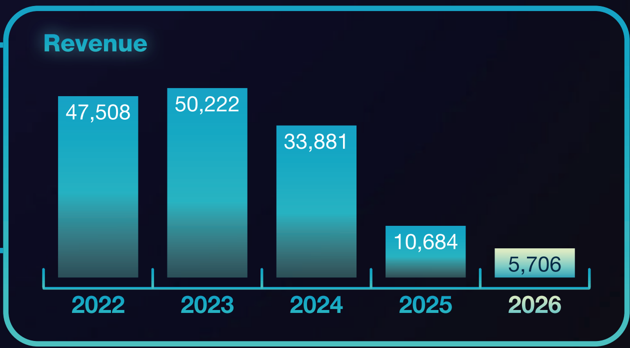
- provision of cloud computing services, co-location, disaster recovery and other IT related services;
- trading, medical equipment and other services; and
- investment and property holding and other businesses.

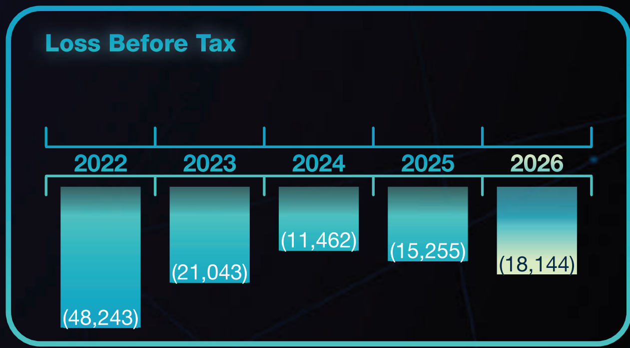


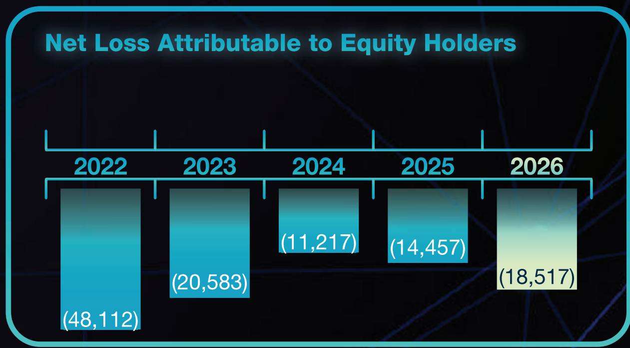
MANAGEMENT DISCUSSION AND ANALYSIS

FINANCIAL PERFORMANCE RESULT

The table below highlights the key financial performance of KAG Group for the financial year ended 31 March 2026 (“FYE 2026”):







All in RM (unless stated)	FYE 31 March 2026	FYE 31 March 2025	FYE 31 March 2024	Restated FYE 31 March 2023	Restated FYE 31 March 2022
Revenue	**5,706**	10,684	33,881	50,222	47,508
Operating loss	**(20,074)**	(14,616)	(11,454)	(19,423)	(48,375)
Loss before tax	**(18,144)**	(15,255)	(11,462)	(21,043)	(48,243)
Net loss after tax	**(18,178)**	(15,315)	(11,671)	(21,212)	(48,933)
Net loss attributable to equity holders	**(17,838)**	(14,457)	(11,217)	(20,583)	(48,112)
Total assets	**86,697**	110,343	141,357	148,500	172,245
Total borrowings (including lease liabilities)	**4,067**	4,065	8,528	7,249	9,371
Shareholders’ equity	**70,197**	88,036	102,209	113,372	129,067
Basic loss per share (sen)	**(14.55)**	(11.79)	(0.30)	(0.56)	(1.84)
Net asset per share	**0.57**	0.72	0.03	0.03	0.04

MANAGEMENT DISCUSSION AND ANALYSIS

FINANCIAL PERFORMANCE RESULT (CONT'D)

GROUP FINANCIAL REVIEW

FYE 2026, the Group recorded revenue of RM5.71 million, representing a 46.54% decrease compared with the financial year ended 31 March 2025 ("FYE 2025") of RM10.68 million. The decrease in revenue was mainly due to cessation of business from construction segments, the trading of kitchen appliances, lower contribution from IT and office automation and the medical equipment segment resulting from lower demand in the market.

The Group recorded a loss after taxation of RM18.18 million in the FYE 2026 as compared to a loss after taxation of RM15.32 million in the FYE 2025. The higher loss after taxation was mainly due to the lower revenue contribution, higher operating expenses incurred and fair value loss on other investments.

OVERVIEW OF FINANCIAL POSITION

	Audited FYE 2026	Audited FYE 2025	Variance FYE 2026 vs FYE 2025	
	(RM'000)	(RM'000)	(RM'000)	%
Current Assets	10,841	12,638	(1,797)	-14.22%
Non-Current Assets	75,855	97,706	(21,851)	-22.36%
Non-Current Liabilities	1,802	2,337	(535)	-22.89%
Current Liabilities	20,270	25,204	(4,934)	-19.58%
Cash and Bank Balances	1,064	1,698	(634)	-37.34%
Trade Receivables	4,830	5,651	(821)	-14.53%
Borrowings & Lease Liabilities	4,067	4,065	2	0.05%
Shareholders' Equity	70,197	88,036	(17,839)	-20.26%
Current Ratio	0.53	0.50	0.03	6.00%
Gearing Ratio	0.06	0.05	0.01	20.00%
Net Assets Per Share	0.57	0.72	(0.15)	-20.83%

Total non-current assets of the Group decreased from RM97.71 million for the FYE 2025 to RM75.86 million for the FYE 2026, a decrease of 22.36%. This is mainly due to the disposal of investment property, reduction of right-of-use assets and other financial assets during the FYE 2026.

The cash and bank balances of the Group decreased from RM1.70 million for the FYE 2025 to RM1.06 million for the FYE 2026, a decrease of 37.34%. This is mainly due to the decrease in fixed deposits with licensed banks and repayment of payables during the FYE 2026.

Non-current liabilities (comprised mainly of lease liabilities) decreased from RM2.34 million in FYE 2025 to RM1.80 million in FYE 2026.

Current liabilities reduced from RM25.20 million in FYE 2025 to RM20.27 million in FYE 2026. The decrease in current liabilities is mainly due to the decrease in trade payable and also repayment of borrowings and lease liabilities.

MANAGEMENT DISCUSSION AND ANALYSIS

REVIEW OF BUSINESS AND OPERATIONS

CLOUD SERVICES, DATA CENTRE AND IT RELATED SERVICES

The cloud services, data centre and IT related services segment recorded a revenue of RM5.68 million for the FYE 2026 as compared to RM6.21 million for the FYE 2025, a decrease of 8.53%. This segment recorded a higher loss after taxation of RM5.89 million for the FYE 2026 as compared to a loss after taxation of RM5.33 million for the FYE 2025.

TRADING, MEDICAL EQUIPMENT AND OTHER SERVICES

This segment recorded revenue of RM1.78 million for the FYE 2026 as compared to RM3.71 million for the FYE 2025, a decrease of 51.90%. The segment incurred a loss after taxation of RM17.06 million for the FYE 2026 as compared to a loss after taxation of RM19.46 million for the FYE 2025. The decreased in loss after taxation was mainly due to impairment loss incurred for the FYE 2026 of RM0.76 million.

CORPORATE DEVELOPMENT

MULTIPLE PROPOSALS

On 10 January 2025, TA Securities Holdings Berhad, on behalf of the Company, announced that the Company proposes to undertake the following:

i. proposed consolidation of every 30 existing ordinary shares in KAG ("KAG Share(s)" or "Share(s)") into 1 Share ("Consolidated Share(s)") ("Proposed Share Consolidation"); and

ii. proposed reduction of up to RM96,000,000 of the issued share capital of KAG pursuant to Section 117 of the Companies Act 2016 ("Act") ("Proposed Share Capital Reduction").

On 6 March 2025, the Company had completed the Proposed Share Consolidation of every 30 existing KAG Shares into 1 Consolidated Share, resulting in the reduction in the number of ordinary shares from 3,678,221,440 ordinary shares to 122,602,365 ordinary shares.

On 15 April 2025, the Company had announced to Bursa Malaysia Securities Berhad that the Company had on 15 April 2025 received a notice dated 14 April 2025 issued by the Companies Commission of Malaysia confirming that on 7 April 2025, all the requirements with respect to the reduction of share capital of the Company, as stated in the special resolution dated 19 February 2025, have been complied ("Notice"). Pursuant to Section 119(4) of the Act, the Notice shall be conclusive evidence that all the requirements of the Act with respect to the reduction of share capital have been complied with. Accordingly, the Proposed Share Capital Reduction took effect on 14 April 2025 and is deemed completed.

MANAGEMENT DISCUSSION AND ANALYSIS

ANTICIPATED OR KNOWN RISKS

We highlight below the key anticipated or known risks that the Group are exposed to that may have a material effect on our operations, performance, financial condition and liquidity. Our plans and strategies to mitigate these risks, if any, are disclosed below:

MARKET COMPETITION

The cloud, data centre and IT related services industry and the trading industry are always competitive. The Group faces competition from both existing players and new entrants that offer similar products and services. Increased competition could result in revenue erosion and loss of market share, which could materially and adversely affect the Group's business operations and financial performance.

The Group emphasises the quality of the products and services provided to the customers. In this regard, the Group hired competent sales staff to serve its clients and also provided professional after sales services to customers to ensure they are satisfied with the Group's products and services. The management of the Group will remain relevant by leveraging on the present and future strategic alliances to create value.

TECHNOLOGY AND DIGITAL TRANSFORMATION

Technology is a disruptive force across all businesses. We are now in the Fourth Industrial Revolution, where the speed of change and magnitude of impact are far greater than before. With the rise of cloud, mobile, social and AI to deliver diverse services and solutions, the Group needs to be at the forefront of technological innovation for business survival and growth. Such disruptive changes also bring about opportunities to the Group. Through its R&D efforts, the Group continuously upgrade its products and solutions by adopting the latest technological advancements and incorporating them with its proprietary solutions to create innovative solutions that meet customers' expectations.

TALENT RETENTION

The Group believes that its continued success will depend upon the abilities, skills, experience, competencies and continued effort of its key management and technical personnel. The loss of any key members of the Group's management and technical personnel could adversely affect the Group's business operations and financial performance.

The Group strives to attract and retain qualified personnel who are essential in the support of its operations by providing employee benefits and incentives to ensure a long-term commitment of the key management personnel to the Group.

Apart from this, the Group actively grooms the younger members of its management team by providing the necessary guidance, experience and exposure to prepare them to take over from the senior management team in the future.

SECURITY RISK

Data centres are a vulnerable target given the vast amount of valuable data contained and the Group has taken a holistic approach to data security. The data centre is accredited by ISO 27001 – ISMS to ensure compliance with cyber security and confidentiality requirements. The data centre is built based on a 4-tier security level system, which secures client data from potential breaches.

MANAGEMENT DISCUSSION AND ANALYSIS

ANTICIPATED OR KNOWN RISKS (Cont'd)

We highlight below the key anticipated or known risks that the Group are exposed to that may have a material effect on our operations, performance, financial condition and liquidity. Our plans and strategies to mitigate these risks, if any, are disclosed below: (Cont'd): -

POLITICAL, ECONOMIC, AND REGULATORY RISK

The Group's businesses could be affected by political risks stemming from changes in government policies, tax regulations, trade agreements, and geopolitical events. Economic risks could impact the Group's businesses through changes in consumer spending, interest rates, and exchange rates. The Group's businesses could be impacted by regulatory risks arising from changes in health and safety regulations, labor laws, and product safety standards. To remain competitive and successful, the Group proactively anticipates and effectively manages these risks. All these changes may result in higher costs of operation and compliance.

CREDIT RISK

The Group may face uncertainties in slow payments and bad debt from its customers due to uncertainties in economic conditions. Active monitoring of outstanding trade receivables will continue, and appropriate actions will be taken by the Group to mitigate the risk of bad debts.

FOREIGN EXCHANGE RISKS

The Group's business is exposed to foreign exchange risks as purchases for its trading business are mainly denominated in USD, whilst sales are mainly denominated in RM. As such, any fluctuation in foreign exchange rates would have an impact on its profitability and financial performance.

The Group negotiates with its suppliers / principals to provide a better rate on the goods purchased in the event the USD strengthens against the RM. The exposure of foreign currency risk is closely monitored on an on-going basis to ensure that the net exposure is at an acceptable level.

MANAGEMENT DISCUSSION AND ANALYSIS

OUTLOOK AND FUTURE PROSPECTS

Against a volatile global backdrop, robust domestic demand powered Malaysia's economy beyond expectations, lifting fourth-quarter (Q4 2025) GDP by 6.3% – the strongest in three years and well above the advanced estimates. This momentum pushed full-year 2025 GDP growth to 5.2% (2024: 5.1%), putting it well ahead of the Government's official forecast range of 4% to 4.8%.

For the second year running, the MADANI Government narrowed the fiscal deficit beyond its target, to 3.7%, against the initial projection of 3.8% (2024: 4.1%).

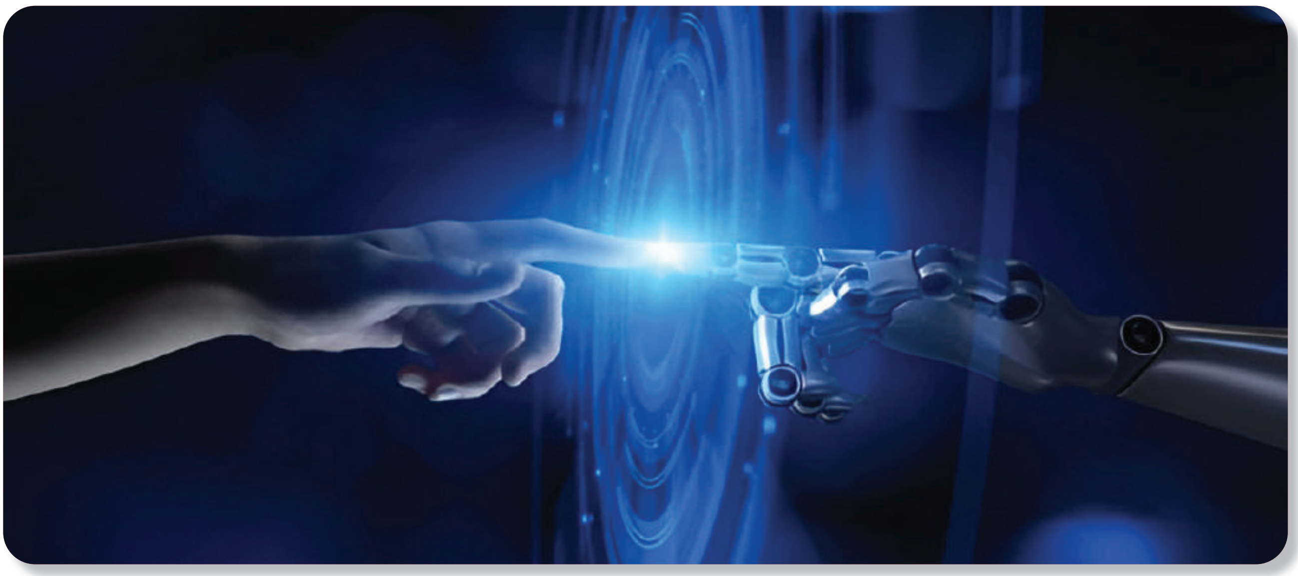
Prime Minister and Finance Minister YAB Dato' Seri Anwar Ibrahim noted that the strength in macroeconomic indicators was also benefitting the rakyat, in particular the lowest unemployment rate in over a decade (2.9%), and lower inflation in 2025 of 1.4% (2024: 1.8%). He said that savings from fiscal reforms were reallocated towards social assistance programs such as Sumbangan Tunai Rahmah (STR) and Sumbangan Asas Rahmah (SARA), in addition to the Government's continued commitment to public infrastructure projects that improve the rakyat's quality of life.

"After three years of the MADANI Administration, it is increasingly clear that the articulation of a coherent policy framework, as set out in Ekonomi MADANI, followed by continued demonstration of tough reforms, has strengthened investor confidence in Malaysia. This is reflected in the ringgit's ascent as Asia's best-performing currency, rising direct investments, and the FTSE Bursa Malaysia KLCI's strongest performance in seven years," added YAB Dato' Seri Anwar.

"While the MADANI Government recognises the progress achieved thus far, we must not rest on our laurels – not when global headwinds and intensifying trade tensions continue to shape our very lives. It is imperative that we stay the course on Ekonomi MADANI reforms, making 2026 a year to deepen our resolve to promote higher value-added economic activities, eradicate corruption, improve the rakyat's quality of life, and enhance the ease of doing business," said YAB Dato' Seri Anwar.

In 2026, the economy is expected to remain on a steady trajectory, supported by resilient domestic demand, firm household consumption, and continued investment momentum. Higher tourism activity under Visit Malaysia 2026, alongside increases in the minimum wage and civil servant salaries, will further reinforce consumer spending. Budget 2026 will lay the foundation for the Thirteenth Malaysia Plan, 2026 – 2030 and other policy levers to promote inclusive and sustainable economic expansion. At the same time, the MADANI Government will continue to uphold fiscal discipline to safeguard long-term sustainability while supporting growth momentum.

(Source: Press Release: Rousing Fourth Quarter Lifts 2025 Growth Beyond Expectations, Ministry of Finance Malaysia)



MANAGEMENT DISCUSSION AND ANALYSIS

OUTLOOK AND FUTURE PROSPECTS (Cont'd)

CLOUD SERVICES, DATA CENTRE AND IT RELATED SERVICES

The Group will concentrate resources on cloud computing, data centre, and IT-related services. With industries accelerating digital transformation, this segment is expected to be the main growth driver. The Board sees opportunities in AI adoption, cloud platforms, and data centre expansion, but stresses the need to stay ahead in technology innovation.

TRADING, MEDICAL EQUIPMENT AND OTHER SERVICES

These sectors remain crucial for the Group, with ongoing efforts to explore new opportunities in IT solutions and appliances trading.

DIVIDENDS

No dividend has been paid, proposed, or declared by the Group since the end of the previous financial year. The Directors do not recommend payment of any dividend in respect of the current financial year.

ACKNOWLEDGEMENT

We would like to take this opportunity to express our appreciation and gratitude to all our stakeholders. We would also like to convey our sincere appreciation to all employees for the dedication and commitment during these trying times.

SUSTAINABILITY REPORT

OVERVIEW

ECONOMIC SUSTAINABILITY

ENVIRONMENTAL SUSTAINABILITY

SOCIAL SUSTAINABILITY

GOVERNANCE SUSTAINABILITY

CONCLUSION

SUSTAINABILITY REPORT

ABOUT THIS REPORT

Key Alliance Group Berhad ("**KAG**" or "**the Company**") together with its subsidiaries (collectively referred to as "**the Group**"), is pleased to present its Sustainability Report for the financial year ended 31 March 2026 ("**FYE 2026**").

This Report outlines the Group's sustainability strategy, guiding principles, key initiatives, and performance for FYE 2026. It addresses the material sustainability issues identified through our materiality assessment, which are most relevant to our stakeholders. The Report also provides updates on the Group's ongoing sustainability efforts across core business units and operations, demonstrating the progress made toward fulfilling our sustainability commitments. These efforts reflect our continued focus on integrating sustainable practices and generating long-term value for all stakeholders.

Our approach to sustainability continues to evolve in response to emerging challenges and opportunities. Recognising that sustainability is a continuous journey, we remain committed to enhancing our strategies to ensure meaningful contributions to both society and the environment.

REPORTING FRAMEWORKS AND STANDARDS

This Report has been prepared in accordance with the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad ("**Bursa Malaysia**"), with reference to the Bursa Malaysia Sustainability Reporting Guide (3rd Edition) as a key framework. Additionally, this Report has been prepared with reference to the United Nations Sustainable Development Goals ("**UN SDGs**").

BURSA MALAYSIA

SUSTAINABLE DEVELOPMENT GOALS

REPORTING SCOPE AND BOUNDARIES

This Report covers the reporting period from 1 April 2025 to 31 March 2026, and it includes comparative historical data where relevant and available to provide context and continuity in our disclosure.

The scope of this Report encompasses the sustainability performance and progress of KAG and its subsidiaries, including the Group's headquarters and all operations in Malaysia. The Report excludes the activities of associate companies and joint ventures, which are not under the direct operational control of the Group.

INDEPENDENT ASSURANCE

While we have not conducted independent assurance on the information provided in this Report, we remain dedicated to disclosing accurate and transparent data. We strive to provide transparent and credible data, adhering to best practices in reporting and governance, and we continuously seek to to enhance the integrity of our disclosures through internal reviews.

FEEDBACK ON THE REPORT

As part of our ongoing commitment to continuous improvement, we aim to enhance the depth, accuracy, and transparency of our sustainability reporting with each annual cycle. We greatly value the perspectives of our stakeholders and welcome any questions, feedback, or suggestions that may contribute to the refinement of our sustainability practices and disclosures. Stakeholders are encouraged to share their input via email at kgroup@kag.com.my.

SUSTAINABILITY REPORT

Cloud and IT related services

The Group provides cloud computing and disaster recovery solutions, supporting businesses in building resilient and scalable digital infrastructure.

Trading

The Group distributes and resells a range of products including medical equipment, serving diverse industries across Malaysia.

OUR SUSTAINABLITY APPROACH

SUSTAINABILITY FRAMEWORK

Our sustainability framework is structured around four core pillars: Economic, Environmental, Social and Governance, and is closely aligned with the Company's identified material matters. This holistic approach enables us to consistently address our key sustainability priorities in a balanced and integrated manner. As we deepen our understanding of how best to align our business objectives with the broader global sustainability agenda, the framework will be regularly reviewed and refined to ensure its continued relevance, effectiveness, and responsiveness to emerging challenges and opportunities.

Our Vision:

To be a transitional group of companies in the provision of leading-edge technology for total business and operational solutions

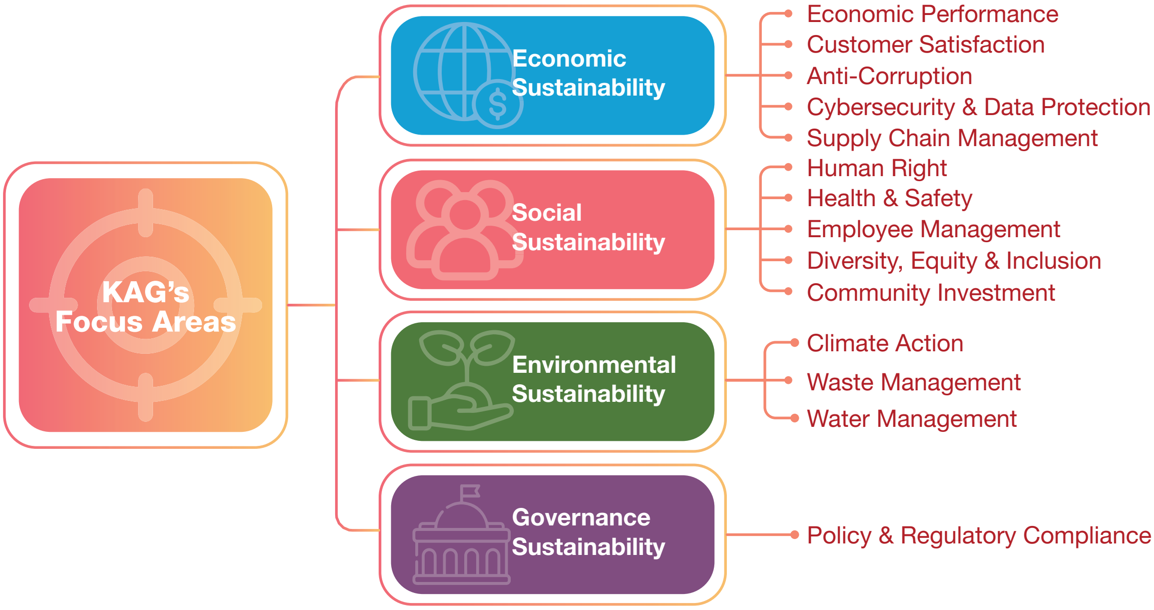
Our Mission:

- To enhance customer relationships and satisfaction levels
- To innovate and step forward with continuous improvement cycle
- To invest in employee knowledge and intellectual capital
- To be proactive and serve in nation-building activities, developing a digital and knowledge-based economy
- To develop strategic vision and expand technology portfolio, to enrich company's intrinsic values and to grow shareholders' wealth

SUSTAINABILITY REPORT

OUR SUSTAINABLITY APPROACH (Cont'd)

SUSTAINABILITY FRAMEWORK (Cont'd)



In alignment with the United Nations Sustainable Development Goals

COMMITMENT TO THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

KAG is committed to advancing the UN SDGs as part of our broader sustainability agenda. We recognise the importance of these global goals in addressing critical economic, environmental, and social challenges, and have taken deliberate steps to align our strategies and operations with selected SDGs that are most relevant to our business and stakeholders. Through our initiatives and performance across our key sustainability pillars, we aim to contribute meaningfully to the achievement of these goals while fostering long-term value for society and the environment.

SUSTAINABILITY REPORT

OUR SUSTAINABLITY APPROACH (Cont'd)

COMMITMENT TO THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (Cont'd)

SUSTAINABILITY POLICY

As KAG continues to grow, our commitment to sustainability remains unwavering. We have established a clear and purposeful sustainability philosophy that guides economic, strategic, and operational decision-making across the Group.

Sustainability is deeply embedded in our corporate culture and is a key driver of our long-term value creation. We are committed to operating in a manner that is safe, responsible, and sustainable, ensuring that our growth does not come at the expense of environmental or social wellbeing.

ECONOMIC:
Sustaining our economy

- Delivering sustainable returns to shareholders
- Providing quality products and services to ensure customer satisfaction

- Economic Performance
- Customer Satisfaction
- Anti-Corruption
- Cybersecurity & Data Protection
- Supply Chain Management

ENVIRONMENTAL:
Conserving our environment

- Protecting and preserving the environment in accordance with applicable regulations

- Climate Action
- Waste Management
- Water Management

SOCIAL:
Building a resilient workforce and serving our community

- Ensuring a positive working environment for our workforce
- Contributing to the well-being of the communities in which we operate

- Human Rights
- Health & Safety
- Employee Engagement
- Diversity, Equity & Inclusion
- Community Investment

GOVERNANCE:
Ensuring robust governance

- Upholding the highest standards of transparency, accountability, and ethical conduct

- Policy & Regulatory Compliance

SUSTAINABILITY REPORT

OUR SUSTAINABLITY APPROACH (Cont'd)

SUSTAINABILITY GOVERNANCE

KAG's governance structure is designed to ensure effective oversight and execution of the Group's sustainability responsibilities through clearly defined roles, accountability mechanisms, and performance monitoring. To support our sustainability agenda, the Group has established a robust three-tiered sustainability governance framework.

1. Board of Directors

At the highest level, the Board provides strategic oversight of the Group's overall sustainability direction, including the management of material sustainability matters and performance outcomes. The Board is responsible for embedding sustainability into the Group's core business strategy and oversees the following key areas:

- Engagement with key stakeholders
- Materiality assessment processes
- Identification and management of sustainability-related risks and opportunities
- Communication of sustainability strategies, priorities, and targets, as well as performance against these targets, to both internal and external stakeholders

2. Executive Directors

The second tier is led by the Executive Directors, who support the Board by:

- Formulating sustainability strategies and goals for the Board's endorsement
- Reviewing and advising on ongoing sustainability initiatives
- Monitoring and evaluating progress against strategic sustainability targets
- Reporting on the Group's sustainability performance to the Board on an annual basis

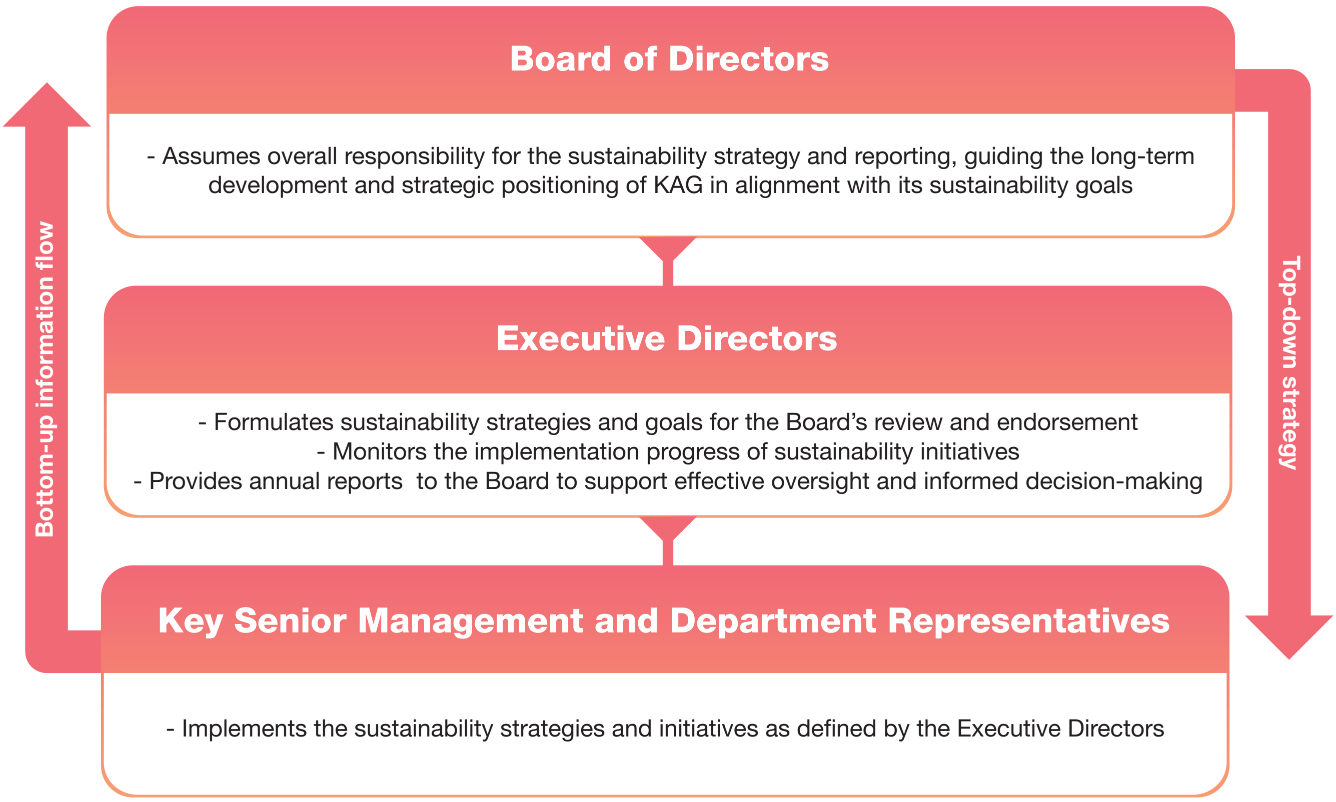
3. Key Senior Management and Department Representatives

The third tier consists of Key Senior Management and representatives from relevant departments across the Group. This team implements sustainability strategies and initiatives, ensuring that sustainability principles are embedded in day-to-day operations and decision-making.

SUSTAINABILITY REPORT

OUR SUSTAINABLITY APPROACH (Cont'd)

SUSTAINABILITY GOVERNANCE (Cont'd)



STAKEHOLDER ENGAGEMENT

Stakeholder engagement remains a fundamental component of KAG's sustainability strategy and business operations. By actively considering the perspectives, expectations, and concerns of its stakeholders, KAG ensures that its activities, performance, and value creation efforts are aligned with stakeholder priorities.

KAG is committed to building an inclusive organisation that proactively addresses the diverse needs of its stakeholders. We recognise that meaningful engagement is essential to achieving long-term, sustainable growth. In identifying stakeholders, KAG focuses on individuals or groups who are significantly affected by or have considerable influence over the Group's operations and presence. These stakeholders are recognised as key contributors in shaping material matters related to the Group's sustainability priorities.

Through consistent engagement, KAG has gained valuable insights into stakeholder concerns and expectations, fostering a deeper understanding of their needs. This ongoing dialogue conducted through both formal and informal channels continues to inform leadership decisions, influence business strategies, and enhance the Group's ability to deliver sustainable value.

Stakeholder feedback plays a vital role in identifying topics of material importance and clarifying stakeholder expectations. As there have been no changes to the Group's key stakeholder groups, the stakeholder engagement table presented for FYE 2026 is a continuation from the previous financial year.

SUSTAINABILITY REPORT

OUR SUSTAINABLITY APPROACH (Cont'd)

STAKEHOLDER ENGAGEMENT (Cont'd)

STAKEHOLDERS	ENGAGEMENT PLATFORMS	AREA OF INTEREST OR CONCERNS	OUR RESPONSE
Shareholders, Financiers & Investors	• Financial reports and announcements • General meetings • Annual report • Press releases • Meetings	• Business strategies and future plans • Return on investment • Financial and operational performance • Good management and corporate governance • Sustainability initiatives	• Provide timely updates on the Group's strategy and financial performance via announcements • Uphold good governance practices across the Group • Monitor sustainability performance and targets via Bursa Malaysia Environment, Social and Governance ("**ESG**") Reporting Platform
Government Agencies & Regulators	• Compliance with laws and regulations • Participation in government and regulatory events	• Regulatory compliance • Corporate governance practices	• Regularly review and monitor operations to ensure full compliance with regulatory requirements (i.e. Malaysian Communications and Multimedia Commission (MCMC) – Application Service Provider)
Employees	• Internal communications (i.e. emails) • Workshops and training sessions • Employee engagement surveys • Employee engagement events • Performance appraisals	• Business growth and strategic direction • Inclusive and supportive workplace • Remuneration and benefits • Career development and upskilling opportunities • Occupational safety and health	• Promote transparent and consistent communication across all levels • Provide equal employment opportunities and a non-discriminatory work environment • Offer competitive remuneration and benefits packages • Support career growth through relevant upskilling and training programmes • Ensure full compliance with the Occupational Safety and Health Act (OSHA)

SUSTAINABILITY REPORT

OUR SUSTAINABLITY APPROACH (Cont'd)

STAKEHOLDER ENGAGEMENT (Cont'd)

STAKEHOLDERS	ENGAGEMENT PLATFORMS	AREA OF INTEREST OR CONCERNS	OUR RESPONSE
Customers	• Customer support channels (i.e. website, email) • Regular meetings	• Customer satisfaction (i.e. high-quality services and products) • Customer experience • Innovative services and products • Consumer data privacy	• Provide high-quality services and products • Comply with the Personal Data Protection Act 2010 to safeguard consumer information
Suppliers	• Regular meetings • Quality audits on products and services • Contract negotiations • Supplier assessment and performance appraisals	• Transparency in procurement processes • Business growth opportunities • Timely payment	• Ensure transparent and fair procurement practices • Make timely payments in accordance with agreed credit terms
Communities	• Community impacts programmes	• Community welfare and long-term likelihood	• Invest in initiatives that enhance community well-being
Analyst/Media	• Media releases and media briefings • Financial reports and announcements • General meetings	• Transparent communication of business performance and key initiatives	• Ensure clear and timely communication through official announcements and media engagement

MATERIAL MATTERS

Materiality assessment remains a core component of our sustainability agenda, enabling us to align business planning, strategic direction, and performance management with the Group's key sustainability priorities.

In FYE 2026, we conducted an internal review of our material matters, building on the limited-scale assessment completed in prior year. This review incorporated insights from key internal stakeholders who regularly engage with our primary stakeholder groups, helping us to better identify and prioritise the economic, environmental, social, and governance issues most relevant to our business and stakeholders. Notably, there were no changes to the top 14 material matters identified in FYE 2026.

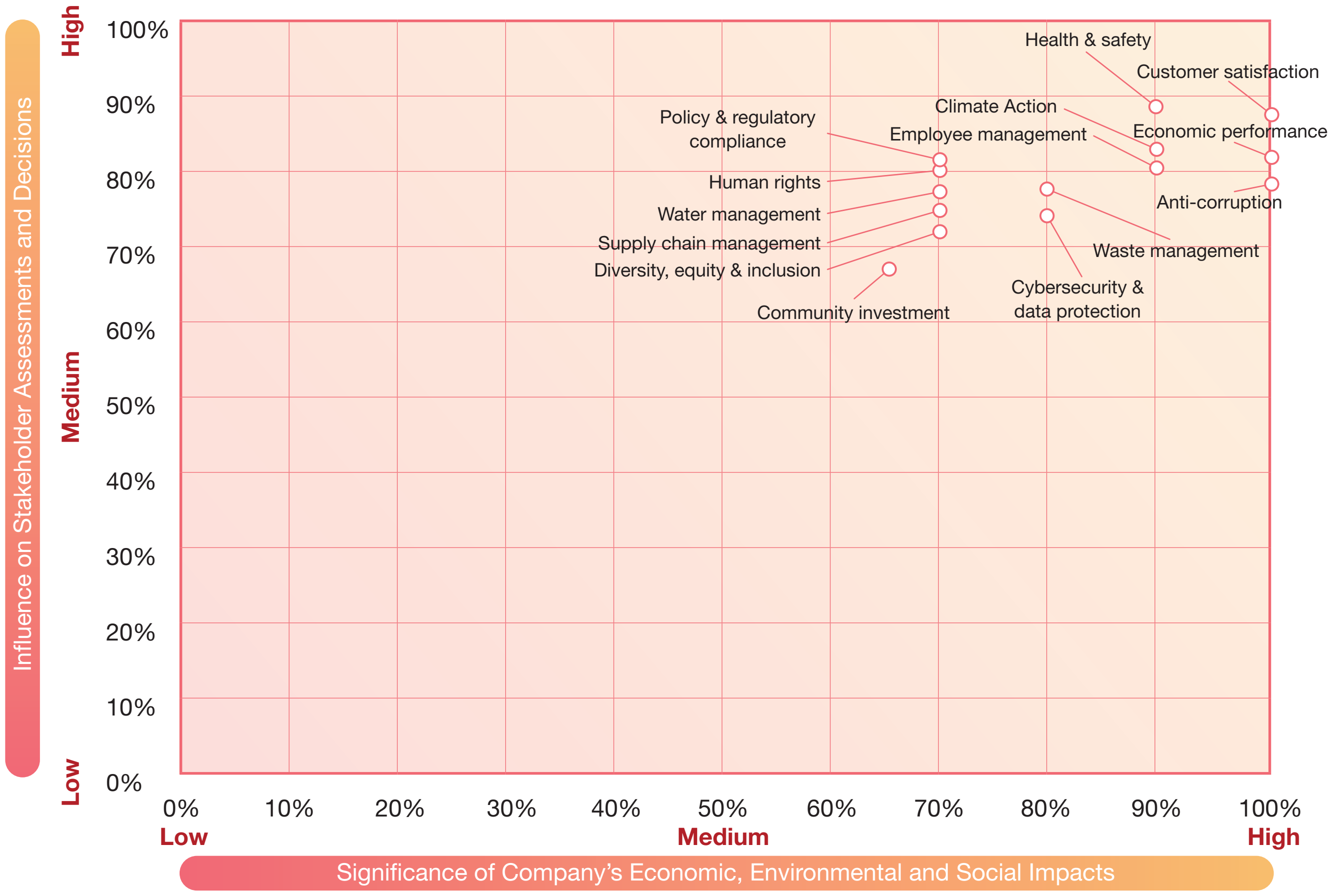
SUSTAINABILITY REPORT

OUR SUSTAINABLITY APPROACH (Cont'd)

MATERIAL MATTERS (Cont'd)

Looking ahead, under the National Sustainability Reporting Framework ("**NSRF**"), all listed issuers and large non-listed companies will be required to adopt the International Financial Reporting Standards ("**IFRS**") Sustainability Disclosure Standards issued by the International Sustainability Standards Board ("**ISSB**"), namely IFRS S1 and IFRS S2. These standards are designed to improve the consistency and reliability of sustainability and climate-related disclosures, thereby enhancing investor confidence and Malaysia's global competitiveness. To ensure continued relevance and regulatory compliance, we will revisit and update our materiality matrix in coming years to align with the evolving disclosure requirements.

MATERIAL MATRIX



RISK MANAGEMENT

At KAG, our unwavering commitment to effective risk management is fundamental to ensuring long-term resilience, enhancing stakeholder confidence, and delivering sustainable value.

We have established a robust and comprehensive system of risk management and internal control that extends beyond financial oversight to encompass operational and compliance-related risks. This integrated approach is part of an ongoing and coordinated effort to manage, rather than eliminate, the risks that could impede the achievement of our business objectives. It also serves to minimise the potential for fraud, error, and other disruptions across the organisation.

SUSTAINABILITY REPORT

OUR SUSTAINABLITY APPROACH (Cont'd)

RISK MANAGEMENT (Cont'd)

MATERIAL MATTERS	RISKS	OPPORTUNITIES
Economic Performance	Poor financial performance jeopardises business continuity and loss of investment opportunity	Sustainable financial performance attracts investors and generates long-term value for all stakeholders
Customer Satisfaction	Failing to meet customers' expectations undermines customer confidence and loyalty, ultimately resulting in lower revenue	Satisfied customers foster loyalty and promote repeat business
Anti-Corruption	Corruption may tarnish the reputation, result in financial losses and reduced competitiveness	Strong governance to combat corruption enhances credibility and gains competitive edge
Cybersecurity & Data Protection	Cyberattacks can lead to unauthorised access, theft, or exposure of sensitive data, resulting in financial losses, loss of trade secrets and proprietary information, legal liabilities, and reputational damage	Robust cybersecurity measures build trust and confidence among customers, investors, and partners, enhancing the organisation's reputation and brand value
Human Rights	Violations of human rights, such as labour exploitation, discrimination, or unsafe working conditions, can tarnish the organisation's reputation, leading to loss of trust among stakeholders, negative public perception and legal liabilities	Demonstrating a commitment to human rights principles and ethical practices enhances the organisation's reputation, builds trust with stakeholders, and attracts socially conscious consumers, investors, and partners
Health & Safety	Failure to address health and safety hazards can lead to workplace accidents, injuries, and fatalities, resulting in human suffering, legal liabilities, and financial losses	Prioritising health and safety fosters a culture of care, trust, and mutual respect, enhancing employee morale, motivation, and engagement
Employee Management	Difficulty in attracting and retaining skilled employees can hinder business growth and innovation, leading to competitive disadvantages	Engaged employees are more productive, committed, and loyal, leading to higher levels of job satisfaction, retention, and organisational success

SUSTAINABILITY REPORT

OUR SUSTAINABLITY APPROACH (Cont'd)

RISK MANAGEMENT (Cont'd)

MATERIAL MATTERS	RISKS	OPPORTUNITIES
Diversity, Equity & Inclusion	Exclusionary practices or cultures can lead to feelings of alienation and disengagement among employees from underrepresented groups, hindering collaboration, innovation, and productivity	Embracing diversity and equity fosters a culture of inclusion where employees feel empowered to contribute diverse perspectives and ideas, driving innovation and creativity
Supply Chain Management	Dependence on a limited number of suppliers or single sourcing increases the risk of supply disruptions, quality issues, and price volatility, leaving the organisation vulnerable to changes in supplier behaviour or market conditions	Building collaborative relationships with suppliers based on trust, transparency, and mutual benefit fosters innovation, knowledge sharing, and joint problem-solving, leading to improved product quality, cost savings, and competitive advantage
Community Investment	Failure to address social issues, economic disparities, and community grievances may fuel social unrest, civil unrest, protests, and community opposition, posing operational disruptions, reputational damage, and regulatory scrutiny	Strategic community investment initiatives, philanthropic donations, and social programs enable organisations to address social challenges, support underserved communities, and create positive social impact, contributing to poverty alleviation, education, healthcare, and sustainable development goals
Climate Action	Increasing government regulations aimed at reducing greenhouse gas emissions and mitigating climate change may require corporations to invest in costly emission reduction measures or face fines and penalties for non-compliance Climate change-related disruptions, such as extreme weather events or resource shortages, can disrupt supply chains, increase production costs, and lead to delays in product delivery, affecting business operations and profitability	Corporations that demonstrate environmental stewardship and sustainability leadership can differentiate themselves in the market, enhance brand reputation, and attract environmentally-conscious consumers and investors
Water Management	Water disruption due to droughts, climate change, and etc. poses operational risks	Implementing water conservation measures, water-saving technologies, and sustainable water management practices, enhances water efficiency, reduces water consumption, and minimises water-related costs and risks

SUSTAINABILITY REPORT

OUR SUSTAINABLITY APPROACH (Cont'd)

RISK MANAGEMENT (Cont'd)

MATERIAL MATTERS	RISKS	OPPORTUNITIES
Waste Management	Non-compliance with waste management regulations, environmental laws, and health and safety standards may result in fines, penalties, legal liabilities, and reputational damage for the organisation	Implementing waste reduction, recycling, and proper waste disposal initiatives enables the organisation to recover valuable materials, conserve natural resources, reduce raw material costs, and minimise environmental impact, while promoting circular economy principles
Policy & Regulatory Compliance	Non-compliance with policies and regulations can result in legal penalties, fines, or even lawsuits, which can significantly impact the financial health and reputation	Compliance with policies and regulations builds trust and credibility among stakeholders, including customers, investors, employees, and regulatory bodies, which can enhance long-term relationships and support business growth

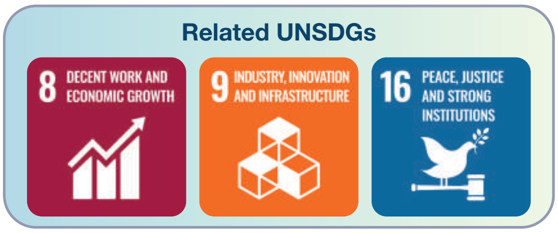
MANAGEMENT APPROACH FOR MATERIAL MATTERS

ECONOMIC SUSTAINABILITY

At KAG, we view long-term economic sustainability as essential to delivering value for our stakeholders and contributing to the broader development of the communities we serve. Our business success enables us to support employment, foster entrepreneurship, strengthen local supply chains, and contribute meaningfully to national and local tax revenues.

Material Matters :

- Economic Performance
- Customer Satisfaction
- Anti-Corruption
- Cybersecurity & Data Protection
- Supply Chain Management



ECONOMIC PERFORMANCE

Delivering long-term value to our stakeholders remains at the heart of KAG's business strategy. Sustainable financial performance underpins our ability to make meaningful contributions to the broader economy through employment, entrepreneurial development, tax revenues, and the strengthening of local supply chains.

Across our core business segments, we have continued to invest in technology adoption, operational improvements, and workforce capability to better serve our clients. FYE 2026 presented a more demanding operating environment, with the Group reporting total revenue of RM5.71 million. Notwithstanding this, we remain steadfast in our pursuit of sustainable growth, guided by disciplined strategic planning and a commitment to continuous innovation.

The Board recognises that digitalisation is fundamentally reshaping how businesses operate, and cloud technologies are central to this transformation. As demand for cloud-based solutions accelerates across industries, the Group is directing greater focus and resources toward its Cloud and IT segment to capture this growth opportunity. Alongside this strategic priority, the Group maintains a proactive approach to market monitoring, enabling us to adapt our strategies, manage emerging risks including shifting customer expectations, and identify opportunities that support our long-term ambitions.

SUSTAINABILITY REPORT

MANAGEMENT APPROACH FOR MATERIAL MATTERS (Cont'd)

CUSTOMER SATISFACTION

At KAG, enduring customer relationships form the foundation of our long-term business strategy. We are dedicated to delivering products and services of consistent quality, shaped by an ongoing dialogue with our customers and a genuine commitment to acting on their feedback.

We regard our customers as collaborative partners rather than passive recipients of our services. Their perspectives and suggestions play a central role in guiding our innovation roadmap and ensuring our offerings remain relevant and competitive. To foster meaningful engagement, we maintain open communication through multiple touchpoints including direct meetings, email correspondence, and our corporate website.

Underpinning these relationships is a structured, impartial mechanism for managing feedback and complaints. This process ensures that customer concerns are addressed fairly and promptly, while also surfacing opportunities to strengthen our operations and service delivery.

Our drive to build lasting customer relationships reflects a broader commitment to going beyond the expected, creating experiences that are reliable, responsive, and consistently excellent at every interaction.

Product & service quality & safety

At KAG, the quality and safety of our products and services are fundamental values deeply embedded in our organisational culture. These principles are essential to maintaining customer trust and delivering reliable, secure, and high-performing solutions that meet or exceed the expectations of our clients.

Our approach to quality and safety is comprehensive and grounded in internationally recognised standards. Within our IT business segment, we hold ISO 27001 certification for Information Security Management Systems (ISMS), a globally respected benchmark for cybersecurity and data governance. This certification enables us to:

- Safeguard sensitive data across physical, digital, and cloud environments
- Build resilience against an increasingly complex cyber threat landscape
- Continuously evolve our security practices in response to emerging risks
- Embed a culture of cybersecurity awareness throughout our day-to-day operations

CERTIFICATE

PROGENET INNOVATIONS SDN. BHD.
LOT 18.2, 18TH FLOOR, MENARA LIEN HOE
NO.8, PERSIARAN TROPICANA
47410 PETALING JAYA
SELANGOR DARUL EHSAN
MALAYSIA

ISO/IEC 27001:2022

INFORMATION SECURITY MANAGEMENT SYSTEM (ISMS) FOR DATA CENTRE MANAGED SERVICES.

Issue date	:	29 January 2024
Original certification date	:	14 January 2021
Expiry date	:	13 January 2027
Certificate no.	:	ISMS 00366

Nur Fadhilah Muhammad
Chief Executive Officer
SIRIM QAS International Sdn. Bhd.

IQNET

Building trust together

Certificate

PROGENET INNOVATIONS SDN. BHD.
Lot 18.2, 18th Floor, Menara Lien Hoe
No.8, Persiaran Tropicana
47410 Petaling Jaya
Selangor Darul Ehsan
Malaysia

Information Security Management Systems

Information security management system (ISMS) for data centre managed services.

ISO/IEC 27001:2013

Registration Number: MY — ISMS 00366

Alex Stoichitoiu
President of IQNET

Nur Fadhilah Muhammad

SUSTAINABILITY REPORT

MANAGEMENT APPROACH FOR MATERIAL MATTERS (Cont'd)

CUSTOMER SATISFACTION (Cont'd)

Cybersecurity and data privacy represent more than regulatory obligations, they are expressions of our commitment to client trust. When organisations entrust their data to KAG, we treat that responsibility with the utmost seriousness, upholding the highest standards of security, transparency, and accountability. Further details are provided in the Cybersecurity & Data Protection section of this report.

Our pursuit of excellence does not stop at security. We regularly assess and refine our service offerings, drawing on customer feedback and industry benchmarks to ensure we remain at the forefront of quality delivery.

Innovation

Innovation is central to KAG's ability to grow sustainably and stay relevant in a fast-changing digital landscape. It equips us to anticipate emerging challenges, technological, environmental, and social, and to develop solutions that address the evolving needs of our clients and the markets we serve.

The rapid advancement of artificial intelligence is fundamentally altering the IT sector, driving heightened demand for scalable cloud infrastructure, data centre capacity, and intelligent digital services. KAG is actively responding to this shift by aligning our innovation agenda with the opportunities that AI presents.

We are integrating AI-powered tools across our operations to streamline service delivery, automate repetitive processes, and generate data-driven insights for both internal use and client benefit. These initiatives enhance efficiency and enable us to offer more tailored, intelligent solutions to our customers.

In parallel, we are scaling our cloud and data centre capabilities to accommodate the high-performance computing and storage demands associated with AI workloads and broader digital transformation programmes. Our infrastructure roadmap is being shaped by the needs of businesses navigating the AI era.

Innovation also extends to how we serve our customers in real time. KAG's Network Operations Centre (NOC) operates with an internal response benchmark of 15 minutes for customer queries, a standard that reflects our commitment to reliability, responsiveness, and service excellence.

As AI continues to redefine the digital economy, KAG is well-positioned to be a trusted partner for organisations embracing this transformation, helping to build a more connected and intelligent future.

ANTI-CORRUPTION

KAG upholds the highest standards of business ethics, transparency, and regulatory compliance across the Group. Our commitment to anti-corruption practices is central to safeguarding the long-term interests of the company and our stakeholders, while fostering trust and confidence in our business operations.

Governance and policy framework

Our Board and Management are committed to conducting business with integrity and in full compliance with applicable laws. This commitment is guided by:

- Code of Conduct ("**COC**") – which outlines ethical standards and expected behaviours for the Board and employees.
- Anti-Bribery & Corruption ("**ABC**") Policy – articulates our zero-tolerance stance towards bribery and corruption. This policy is regularly reviewed to ensure alignment with the Malaysian Anti-Corruption Commission (MACC) Act 2009 and best governance practices.
- Whistleblowing Policy – provides a secure and confidential channel for employees and external parties to report misconduct, unethical behaviour, or corruption-related concerns. Reports can be submitted directly to the Chairman of Audit and Risk Management Committee and Board Chairman via email.

All three policies are publicly available on our corporate website, ensuring transparency and accessibility for all stakeholders.

SUSTAINABILITY REPORT

MANAGEMENT APPROACH FOR MATERIAL MATTERS (Cont'd)

ANTI-CORRUPTION (Cont'd)

Corruption-related training

We have commenced providing anti-corruption training to newly appointed managers as part of our efforts to foster a culture of transparency, integrity, and ethical conduct at all levels of the organisation. While formal tracking of anti-corruption training has not yet been implemented, we remain committed to strengthening our approach in this area. Moving forward, we aim to establish systematic tracking mechanisms to ensure all employees receive the necessary training and ongoing awareness to uphold the highest standards of ethical behaviour and compliance.

Corruption incidents

We are pleased to report that as of 31 March 2026, there were zero reported incidents of bribery or corruption within KAG's operations.

	2026	2025	2024	Target
Number of complaints of bribery or corruptions reported	Nil	Nil	Nil	Nil

CYBERSECURITY & DATA PROTECTION

The digital landscape that enables modern business also introduces significant and evolving risks. For a company like KAG whose operations span cloud services, digital platforms, and interconnected systems, cybersecurity is a strategic priority, not merely a technical function. Cyber threats, whether in the form of data breaches, ransomware, or unauthorised system access, carry the potential for serious operational, financial, and reputational consequences.

We approach these risks with a defence-in-depth strategy, deploying multiple, overlapping layers of protection across our networks, systems, and people. This layered model is complemented by continuous risk assessments and a proactive posture toward identifying and addressing vulnerabilities before they can be exploited.

KAG maintains full compliance with the Personal Data Protection Act 2010 (PDPA) and all applicable data privacy and cybersecurity regulations. Supporting this compliance is a robust technical infrastructure that includes:

- Firewalls and intrusion detection systems (IDS)
- Real-time system monitoring with automated alert mechanisms
- Advanced endpoint protection and data encryption protocols
- Regular penetration testing and vulnerability assessments

Together, these controls form an integrated defence that enables us to prevent, detect, and respond to threats in a timely and effective manner.

Where payment data is involved, KAG adheres to the Payment Card Industry Data Security Standard (PCI DSS), an internationally recognised framework for protecting cardholder information and reducing exposure to financial fraud.

Building a Cyber-Resilient Workforce

Technology alone cannot fully secure an organisation, people are both a potential vulnerability and our most important line of defence. KAG is committed to cultivating a workforce that is security-aware and equipped to recognise and respond to threats.

SUSTAINABILITY REPORT

MANAGEMENT APPROACH FOR MATERIAL MATTERS (Cont'd)

CYBERSECURITY & DATA PROTECTION (Cont'd)

Building a Cyber-Resilient Workforce (Cont'd)

Our cybersecurity risk management programme encompasses:

- Annual IT Security Awareness Training covering phishing and social engineering, malware and ransomware threats, secure password management and multi-factor authentication, safe internet and email practices, and data handling and incident reporting protocols
- Simulated phishing exercises to assess employee preparedness and reinforce vigilance
- Ongoing internal communications including newsletters, bulletins, and visual reminders to keep cybersecurity top of mind

By reducing human error, which remains one of the most common contributors to cyber incidents, these initiatives meaningfully strengthen our overall security posture.

Data Protection and Privacy

KAG is committed to handling personal data with care, transparency, and accountability. Our data governance framework reflects internationally accepted principles of privacy by design, ensuring that data is collected, used, stored, and disposed of in a lawful and responsible manner.

Key elements of our data governance approach include:

- Collecting only data that is necessary and proportionate to the intended purpose
- Providing clear disclosures on how personal data is used, retained, and shared
- Obtaining informed consent prior to collecting or processing personal information
- Implementing access controls and encryption to guard against unauthorised access
- Applying data retention policies to manage the full lifecycle of personal information

All new joiners receive a data privacy briefing as part of their onboarding, with periodic refresher sessions to reinforce continued awareness.

For FYE 2026, we are pleased to report zero complaints or incidents relating to customer privacy breaches or data loss, an outcome that reflects the strength of our governance frameworks and the diligence of our teams.

Despite this positive record, we are mindful that the threat environment is in constant flux. Our forward-looking commitments include:

- Regularly updating policies to reflect evolving regulatory requirements
- Conducting periodic audits of internal processes and third-party vendor systems
- Exploring AI-powered tools for enhanced threat detection and response
- Maintaining active engagement with cybersecurity professionals and regulators

Through sustained investment in people, processes, and technology, KAG continues to earn and protect the trust placed in us by our clients, partners, and stakeholders.

	2026	2025	2024	Target
Number of substantiated complaints concerning breaches in customer privacy or data loss	Nil	Nil	Nil	Nil

SUSTAINABILITY REPORT

MANAGEMENT APPROACH FOR MATERIAL MATTERS (Cont'd)

SUPPLY CHAIN MANAGEMENT

At KAG, we place strong emphasis on trust, transparency, and integrity in all supplier and subcontractor relationships. As a responsible business, we recognise our role in supporting a resilient and inclusive supply chain, particularly by empowering local small and medium-sized enterprises ("**SME**"), which are vital to Malaysia's economic recovery and long-term growth.

Ethical & responsible procurement

We are committed to fair and transparent procurement practices, working only with suppliers who operate with integrity and uphold strong ethical, social and environmental values. Our procurement processes are designed to identify and engage the most qualified partners while promoting responsible business conduct.

Suppliers are expected to comply with our procurement requirements and demonstrate accountability across key areas, including labour practices, environmental compliance and operational efficiency.

Prioritising local sourcing

In line with our commitment to supporting the local economy, KAG prioritises sourcing products and services from local suppliers wherever feasible. This approach not only reduces transport-related emissions and supporting our environmental goals but also helps to create jobs and foster economic resilience within the communities we serve.

In FYE 2026, our business allocated 89% of our procurement budget to engaging local suppliers. This focus was placed on suppliers with a proven track record of reliability, high-quality service and the ability to meet agreed-upon delivery schedules. This strategy not only supports local businesses but also ensures that we maintain the high standards of quality and service essential to our operations. Through these efforts, we continue to foster long-term, ethical partnerships that contribute to our success and support the broader economic recovery in the regions where we operate

	2026
Proportion of spending on local suppliers	89%

ENVIRONMENTAL SUSTAINABILITY

Climate change remains one of the most pressing challenges of our time, with far-reaching implications across all sectors of the economy. As a Group operating in cloud and IT services and the distribution of technology, kitchen appliances, and medical equipment, KAG recognises that its operations including data centre energy consumption, office facilities, logistics, and supply chain activities, carry an environmental footprint that must be managed responsibly.

The Group is committed to minimising its impact on the environment while maintaining operational efficiency and ensuring compliance with all applicable environmental laws and regulations. KAG continuously evaluates opportunities to improve environmental performance across its operations, from procurement and service delivery through to equipment distribution and end-of-life product management.

Material Matters :

- Climate Action
- Waste Management
- Water Management

Related UNSDGs

SUSTAINABILITY REPORT

MANAGEMENT APPROACH FOR MATERIAL MATTERS (Cont'd)

CLIMATE ACTION

The Group recognises that energy consumption and greenhouse gas ("**GHG**") emissions arising from its cloud and IT services operations and distribution activities contribute to climate change. As a responsible Group, KAG is committed to minimising its carbon footprint while supporting the broader transition toward a low-carbon and sustainable digital economy.

Key sources of energy consumption and emissions within the Group include data centre and server infrastructure, office facilities, and the transportation and logistics associated with product distribution across our trading segment. In response, the Group continues to implement measures to improve energy efficiency and reduce emissions across its operations.

Energy consumption

We continuously enhance energy efficiency through practical operational initiatives across our offices and IT facilities. Our current and ongoing efforts include:

- **Energy-Efficient Office Practices:** We are actively transitioning to LED lighting and energy-efficient inverter air conditioning systems. Complementing this, we implement lighting schedules, deploy motion sensors in low-usage areas, and conduct regular maintenance on electrical equipment. Internal awareness campaigns and reminders further encourage energy-saving habits among our employees.

- **Energy-Efficient Devices:** The Group standardises the use of energy-saving laptops, monitors, and networking devices, reducing both electricity consumption and electronic waste across our operations.

- **Regular Monitoring and Reporting:** We are implementing real-time monitoring systems to track electricity consumption across our facilities, enabling us to identify inefficiencies and respond proactively.

- **Operational Enhancements:** We continuously evaluate and refine our IT and office processes to minimise energy demand, particularly during peak periods. This includes optimising server loads, consolidating workloads where feasible, and ensuring systems operate at maximum efficiency.

- **Preventive Maintenance:** Regular preventive maintenance is carried out on electrical equipment, IT hardware, and air conditioning systems to ensure optimal performance, extend equipment lifespan, and minimise unnecessary energy consumption.

For FYE 2026, the Group's total electricity consumption from the grid amounted to 842.1 MWh. KAG will continue to strengthen its monitoring and management of energy consumption as part of its broader commitment to reducing GHG emissions across all business segments.

	2026 MWh	2025 MWh
Energy consumption	842.1	428.4

Carbon emissions

As part of our ongoing commitment to environmental sustainability, KAG will begin formally tracking and monitoring GHG emissions across its cloud and IT services operations and product distribution activities. The Group is currently in the process of refining its emissions data collection and measurement methodologies, with the intention of establishing formal reduction targets once a more comprehensive understanding of its overall environmental impact has been established.

SUSTAINABILITY REPORT

MANAGEMENT APPROACH FOR MATERIAL MATTERS (Cont'd)

WATER MANAGEMENT

While water is not a primary input in KAG's business operations, the Group recognises the importance of responsible water usage across its office facilities. We acknowledge the growing challenges associated with water scarcity, driven by climate change and urbanisation, and are committed to promoting conservation as part of our broader environmental responsibility.

Key initiatives include regular inspection and maintenance of water fittings and facilities across our offices, adoption of controlled usage practices, and raising awareness among employees on the importance of water conservation in day-to-day activities.

WASTE MANAGEMENT

KAG is committed to responsible resource management and waste reduction across all areas of our operations. As a technology-driven organisation, we are well-positioned to lead by example embedding digital-first practices into our daily workflows and minimising physical waste at both our offices and IT facilities.

A paperless workplace is a key objective for the Group. Employees are encouraged to communicate, share, and store documents electronically wherever possible, with printing and photocopying kept to a minimum. Where printing is necessary, double-sided printing is set as the default. The rollout of our self-service e-portal, enabling employees to manage leave applications and access payslips digitally, has meaningfully reduced our reliance on printed HR documentation, reflecting our broader shift toward dematerialised processes.

Beyond paper reduction, KAG has implemented and continues to explore a range of waste management initiatives:

- **E-Waste Management:** End-of-life IT equipment, including servers, laptops, and peripherals, is channelled through certified recycling vendors to ensure responsible disposal and minimise landfill contribution.

- **Hardware Refurbishment & Reuse:** Where feasible, older IT hardware is reconditioned and repurposed for internal use, extending the useful life of equipment and reducing the need for new procurement.

- **Recycling Stations:** Clearly labelled recycling bins for paper, plastics, and electronics are placed throughout our office premises to make responsible disposal convenient and habitual for all employees.

- **Green Procurement:** We give preference to suppliers that demonstrate sound environmental practices and offer sustainable product options, including recyclable office supplies and low-energy equipment.

- **Office Asset Reuse:** Surplus office furniture, fixtures, and fittings are repurposed internally or donated rather than discarded, diverting reusable items from landfill.

Through these efforts, KAG aims to reduce its environmental footprint while nurturing a workplace culture where sustainability is a shared value and everyday practice.

SOCIAL SUSTAINABILITY

As KAG continues to grow, attracting, developing, and retaining talent is essential to our long-term success. We are committed to cultivating a workplace that upholds human rights, prioritises safety and well-being, and fosters a culture of inclusivity, respect, and continuous development. These principles also guide our broader efforts to engage with and uplift the communities in which we operate.

SUSTAINABILITY REPORT

MANAGEMENT APPROACH FOR MATERIAL MATTERS (Cont'd)

SOCIAL SUSTAINABILITY

Material Matters :

- Human Rights
- Health & Safety
- Diversity, Equity & Inclusion
- Employee Management
- Community Investment

Related UNSDGs

HUMAN RIGHTS

At KAG, we are steadfast in our commitment to protecting and promoting the rights of every individual within our organisation. We believe in treating all employees with dignity, fairness, and respect, and in recognising the unique value each person brings.

Our leadership plays a critical role in establishing and maintaining high ethical standards. Directors and all employees are guided by a robust COC, ensuring that all operations are conducted with professionalism, accountability, and respect for equality.

We actively promote:

- Safe and fair working conditions
- Freedom of association
- Equal opportunity and non-discrimination
- Protection from harassment or unfair treatment

Our employment policies comply fully with Malaysia's labour laws, including the Employment Act 1955 and the Employment (Amendment) Act 2022. We uphold strict prohibitions against child and forced labour and ensure full adherence to legal requirements on working hours and compensation.

Fair compensation & benefits

KAG continuously evaluates employee compensation and benefits to ensure that our people are well-supported and fairly rewarded. We comply with the Minimum Wage Order 2024, ensuring that all employees receive at least the minimum wage and fair remuneration for overtime and additional responsibilities.

A recent review of our policies confirmed alignment with the updated Minimum Wage Order 2024, which sets the minimum monthly wage at RM1,700 effective 1 February 2025, as well as other amendments to Malaysia's employment laws. This review reaffirmed KAG's commitment to legal compliance and the fair and lawful treatment of all employees.

Employee benefits include:

Leaves Entitlements

Annual leave, sick leave, hospitalisation leave, marriage leave, maternity leave, paternity leave, compassionate leave

Insurance Coverage

Hospitalisation and surgical insurance, personal accident insurance

Wellness Benefits

Outpatient medical coverage

Employee Engagement

Monthly Staff Birthday Celebration

SUSTAINABILITY REPORT

MANAGEMENT APPROACH FOR MATERIAL MATTERS (Cont'd)

HUMAN RIGHTS (Cont'd)

Grievance mechanism & whistleblowing

We maintain an open and transparent environment where all individuals, employees or external parties, can raise concerns freely and without fear of retaliation.

Our Whistleblowing Policy promotes ethical conduct, protects whistleblowers, and ensures concerns are addressed fairly and confidentially. Procedures for lodging a complaint are available on the Company's website, and reports may be directed to the Chairman of Audit and Risk Management Committee and Board Chairman for independent review.

We are committed to investigating all reports impartially, maintaining confidentiality, and providing timely redress wherever necessary. Our goal is to maintain zero incidents of human rights violations, fostering a workplace built on trust, respect, and integrity.

	2026	2025	2024	Target
Number of substantiated complaints concerning human rights violations	Nil	Nil	Nil	Nil

HEALTH & SAFETY

The health, safety, and well-being of our people are foundational to how we operate at KAG. We are committed to building a proactive safety culture that is appropriate to the nature of our business, spanning office environments, IT facilities, cloud service operations, and data centre activities, and that supports the physical and psychological well-being of every member of our workforce.

Workplace health and safety considerations are embedded into our day-to-day operations, with particular attention to risks associated with equipment handling, ergonomics, and the effects of prolonged screen use in technical work environments. Equally, we recognise that mental health is an integral dimension of overall well-being. We actively promote a supportive and balanced workplace through awareness initiatives, flexible working arrangements, and employee assistance programmes.

Our ambition is to maintain a safe, healthy, and resilient organisation, one that prevents work-related injuries, supports psychological well-being, and sustains a zero-fatality and zero Lost Time Incident Rate (LTIR) across all operations.

Safety-first culture

KAG operates in full compliance with all applicable occupational safety and health legislation, including the Occupational Safety and Health Act 1994 and the Employment Act 1955. These statutory obligations are reflected in and reinforced by our internal Occupational Safety and Health Policy, which sets out our commitments and expectations across the organisation.

We continually seek to raise our health and safety performance by establishing clear objectives and targets, and by tracking progress through regular monitoring of key performance indicators. Every employee receives the training and guidance necessary to understand their responsibilities and contribute to a safer working environment.

Safety & health upskilling

We invest in ongoing health and safety training tailored to the specific risks of our operations, covering areas such as data centre maintenance, IT equipment handling, and ergonomic best practices for office-based work. Our programmes take the form of seminars, workshops, and awareness campaigns designed to deepen employees' understanding of potential hazards and reinforce safe working behaviours. Employees are encouraged to raise any health and safety concerns with their supervisors or designated safety representatives promptly and without hesitation.

SUSTAINABILITY REPORT

MANAGEMENT APPROACH FOR MATERIAL MATTERS (Cont'd)

HEALTH & SAFETY (Cont'd)

Safety & health reporting

Oversight of health and safety performance is maintained through an incident reporting mechanism that enables the timely recording and thorough investigation of any safety-related events. Findings from these investigations inform the development of targeted mitigation strategies and preventive measures, driving continuous improvement in workplace safety standards. The well-being of our workforce remains central to every decision we make as an organisation.

	2026	2025	2024
Number of fatalities	Nil	Nil	Nil
Number of lost time injuries	Nil	Nil	Nil
LTIR	Nil	Nil	Nil

DIVERSITY, EQUITY & INCLUSION

At KAG, embracing diversity is not only a moral imperative but a strategic one. We recognise that a diverse workforce, encompassing differences in gender, age, race, ethnicity, religion, abilities, and sexual orientation, enhances innovation, decision-making, and resilience across our business.

Our inclusive culture values every employee's unique perspective and experience. We are committed to providing a workplace free from discrimination, harassment, and marginalisation, where all individuals are respected, empowered, and able to thrive.

Inclusive culture and equal opportunities

We promote equity in all aspects of our operations, ensuring fair recruitment, equal pay, and merit-based progression across all levels. Performance assessments, promotions, and remuneration are based on objective key performance indicators, with no tolerance for gender or other biases.

- Wage Equity: We ensure that wages are competitive and free from gender bias.
- Merit-Based Development: Career growth is guided by clear criteria and aligned with individual performance and contribution.

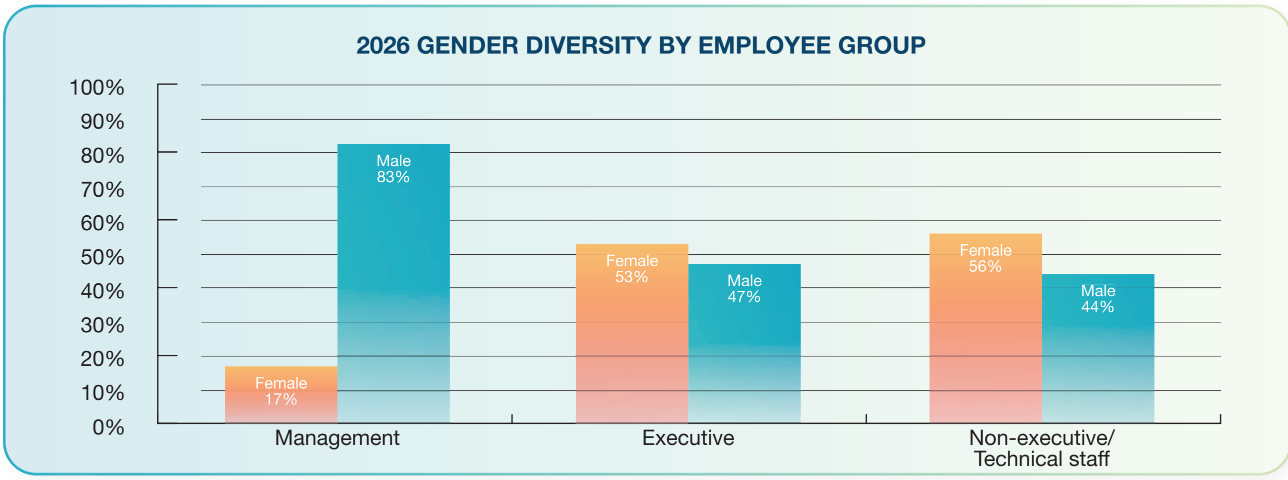
SUSTAINABILITY REPORT

MANAGEMENT APPROACH FOR MATERIAL MATTERS (Cont'd)

DIVERSITY, EQUITY & INCLUSION (Cont'd)

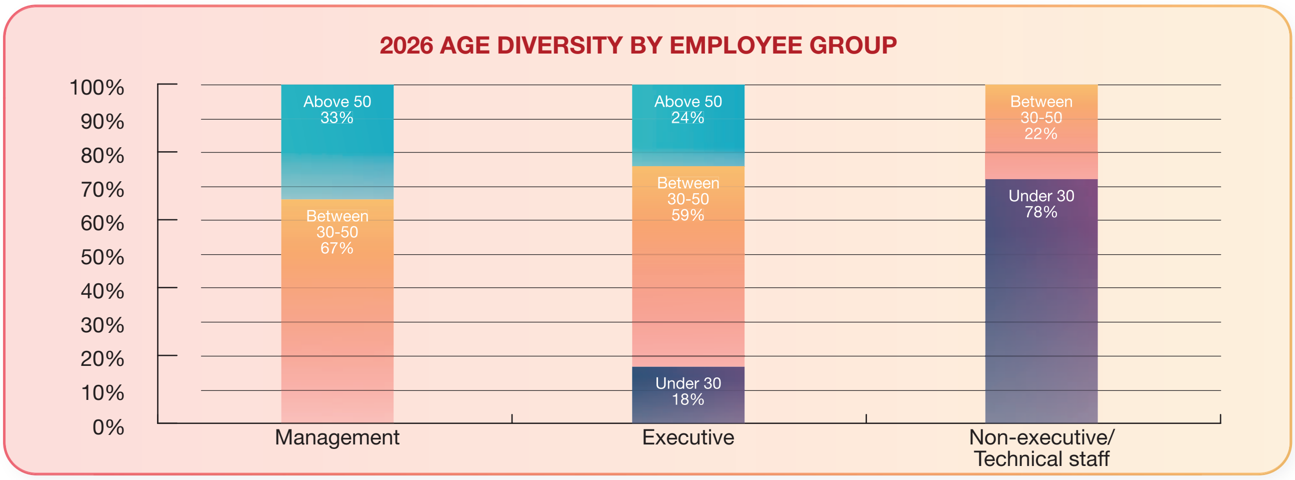
Workforce snapshot

As at 31 March 2026, the total number of employees stood at 32 employees, with 47% being female and the remaining 53% being male. This reflects our commitment to fostering gender diversity across all levels and roles within the organisation. Moving forward, KAG remains dedicated to enhancing gender diversity by creating more opportunities for women throughout the Company.



The age distribution of our workforce in FYE 2026 demonstrates a diverse and balanced composition across all levels of the organisation. Management is predominantly comprised of individuals aged 30–50, accounting for 67% of the group. This provides a foundation of strong leadership, supported by a depth of industry knowledge and experience.

Our executive and technical workforces are comparatively younger, with a notable concentration in the under-50 age range. This balanced age profile promotes innovation, adaptability, and effective knowledge transfer, contributing to a dynamic, agile, and future-ready organisation



SUSTAINABILITY REPORT

MANAGEMENT APPROACH FOR MATERIAL MATTERS (Cont'd)

DIVERSITY, EQUITY & INCLUSION (Cont'd)

Ethnic & local representation

KAG is committed to nurturing local talent, with 100% of its workforce comprising residents from the countries in which it operates. By prioritising local recruitment, the Company not only supports the local economy but also fosters cultural alignment and a strong sense of community within its workforce. KAG's diverse talent pool includes individuals of Malay, Chinese, Indian, and other ethnic backgrounds, reflecting the rich multicultural fabric of the regions it serves.

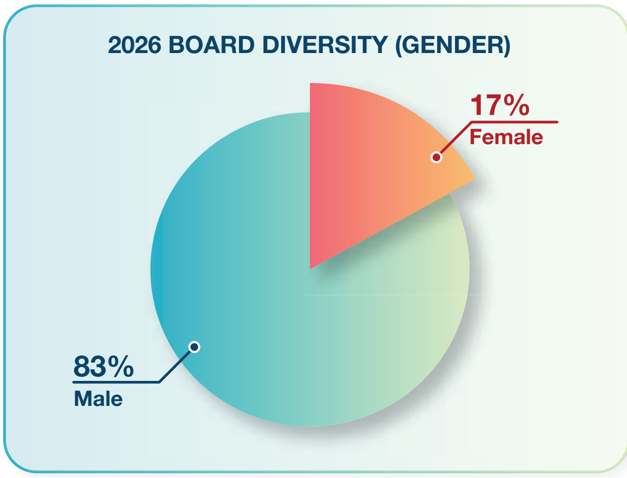
Board diversity

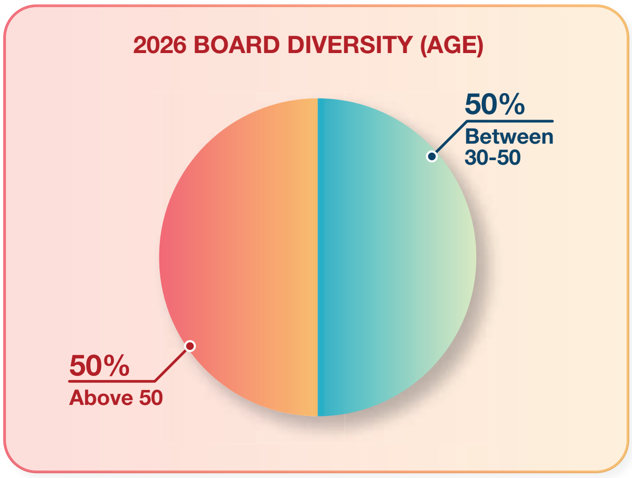
The Nomination Committee is dedicated to fostering a diverse pipeline by ensuring a good mix of individuals with varied experiences and backgrounds, which contributes to enriching the organisation, including its board composition.

During the financial year under review, woman directors represented 17% of the Board, comprising one (1) woman Director out of six board members. This is below the 30% recommendation under Practice 5.9 of the Malaysian Code on Corporate Governance 2021 ("**MCCG 2021**").

The Board has expressed the view that, given the current stage of the Group's business and lifecycle, prioritising the right mix of skills on the Board is more critical than strictly adhering to the 30% threshold outlined in Practice 5.9 of the MCCG 2021. Nevertheless, there remains a strong commitment to achieving gender balance, both in the boardroom and across the Management team and the wider workplace.

As part of this ongoing commitment, the Board is actively seeking potential women Directors and intends to appoint additional women Directors as suitable candidates are identified. Furthermore, efforts will be made to explore opportunities for improving gender balance across the organisation, helping to promote a more inclusive and diverse workplace.





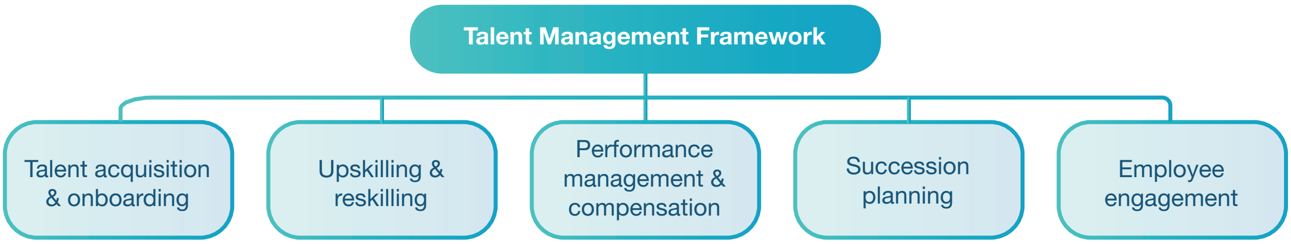
EMPLOYEE MANAGEMENT

At KAG, our employees are our greatest asset. We are committed to fostering a positive, supportive, and safe work environment where everyone feels valued and respected. By ensuring equal access to opportunities for growth, development, and well-being, we create a workplace that empowers individuals and strengthens our business for long-term success.

SUSTAINABILITY REPORT

MANAGEMENT APPROACH FOR MATERIAL MATTERS (Cont'd)

EMPLOYEE MANAGEMENT (Cont'd)



Talent acquisition & onboarding

Our goal at KAG is to nurture and advance the professional growth of our existing workforce, providing ample opportunities for career progression within the company. We are committed to maximising the potential of our internal talent pool, ensuring that our team members have the resources and support they need to thrive and advance their careers.

When external recruitment is necessary, our Human Resources team applies fair and structured selection processes to attract candidates whose skills and values align with our organisational goals. New employees are supported through a structured onboarding programme, which helps them integrate smoothly into the company and understand our culture, values, and operational standards

Upskilling & reskilling

Empowering our employees to excel is integral to the growth and success of the Group. To support this, we provide continuous learning opportunities that foster both personal and professional development, enabling our workforce to stay ahead in an ever-evolving industry landscape.

In FYE 2026, we continued to prioritise investment in training and development programmes, leveraging both in-person and online platforms. A total of 565 hours were dedicated to internal and external learning and development initiatives, representing a significant increase from 82 hours in FYE 2025.

The average training hours per employee increased substantially across the Group, rising from 2 hours in FYE 2025 to 18 hours in FYE 2026. This improvement was driven by the expansion of training programmes across all employee categories. Moving forward, we remain committed to fostering a culture of continuous learning and professional development to equip our employees with the skills and competencies needed to support the Group's long-term growth and sustainability objectives.

Employee Category	Total hours of training 2026	Total hours of training 2025	Total hours of training 2024
Management	60	34	48
Executive	257	48	361
Non-executive/Technical staff	248	-	-
Total	565	82	409

	Average training hours per employee 2026	Average training hours per employee 2025	Average training hours per employee 2024
Management	10	17	5
Executive	15	2	8
Non-executive/Technical staff	27	-	-
Overall	18	2	5

SUSTAINABILITY REPORT

MANAGEMENT APPROACH FOR MATERIAL MATTERS (Cont'd)

EMPLOYEE MANAGEMENT (Cont'd)

Performance management & compensation

Our performance culture is built around being result-oriented, accountable, collaborative, and commitment to shared success. KPIs are established for both the business and individual employees to ensure alignment with our strategic goals.

We conduct yearly performance reviews to provide constructive feedback, recognise achievements, and identify each employee's development needs and career aspirations. This ongoing dialogue helps drive continuous improvement and professional growth.

Outstanding performance is recognised through bonuses and promotions, rewarding exceptional results and exemplary behaviour. We also benchmark our remuneration packages regularly to ensure they remain competitive within the industry and are aligned with local market standards.

We utilise a Human Resource Management System (HRMS) specifically for payroll management. This system provides employees and managers with secure online access to essential payroll-related information, including payslips and tax details. By digitising payroll processes, we aim to enhance operational efficiency and reduce the reliance on paper-based documentation. This initiative supports our broader commitment to sustainability by promoting environmentally responsible practices within the Human Resource function.

Succession planning

We recognise the importance of strong leadership continuity. Our Nomination Committee oversees the Group's human capital strategy and succession planning, focusing on leadership development and internal talent readiness. Managerial staff receive targeted training to support their progression into future leadership roles.

Employee engagement

KAG fosters a culture of engagement, inclusion, and well-being by organising a variety of activities that promote team cohesion and celebrate our employees. These initiatives include festive season celebrations, staff birthday celebrations, as well as larger scale gatherings. Through these activities, we aim to boost employee morale, strengthen interpersonal relationships, and create a sense of unity and camaraderie across the organisation.

Employee retention & attribution

In FYE 2026, the Group recorded a total of 6 new hires, compared to 15 in FYE 2025, resulting in a new hire rate of 19%. Recruitment activities during the year were aligned with the Group's evolving business requirements and strategic priorities.

During the same period, the Group recorded 11 employee departures, a significant decrease from 56 departures in FYE 2025, resulting in a turnover rate of 34%, compared to 165% in FYE 2025. The elevated turnover recorded in the previous year was primarily attributable to the Group's strategic decision to cease operations in the construction and renovation segment, which led to a substantial number of employee exits.

The marked improvement in employee turnover in FYE 2026 reflects the completion of this business transition and the Group's continued efforts to stabilise its workforce. Employee departures during the year were mainly concentrated within the executive and non-executive/technical categories, while no management-level turnover was recorded.

Moving forward, we aim to stabilise our workforce by enhancing our salary and reward schemes, developing a robust talent pipeline, and strengthening our talent development programmes. These efforts are intended to support long-term employee retention and foster a resilient, engaged workforce aligned with our evolving business priorities.

SUSTAINABILITY REPORT

MANAGEMENT APPROACH FOR MATERIAL MATTERS (Cont'd)

EMPLOYEE MANAGEMENT (Cont'd)

Employee retention & attribution (Cont'd)

Employee Category	Total numbers of new hires 2026	Total numbers of new hires 2025	Total numbers of new hires 2024
Management	1	1	1
Executive	3	10	11
Non-executive/Technical staff	2	4	6
Total	6	15	18

Employee Category	Total numbers of employee turnover 2026	Total numbers of employee turnover 2025	Total numbers of employee turnover 2024
Management	0	3	3
Executive	8	33	16
Non-executive/Technical staff	3	20	14
Total	11	56	33

	2026	2025	2024
New hire rates (%)	19%	44%	23%
Turnover rates (%)	34%	165%	41%

All of our employees are on permanent contracts, with no temporary or contract staff engaged across our operations. This approach reflects our commitment to long-term employment, stability, and the consistent development of our workforce. By maintaining a fully permanent employee base, we foster stronger organisational cohesion, ensure fair and consistent labour practices, and uphold our values of employee welfare and ethical workforce management.

COMMUNITY INVESTMENT

At KAG, we are committed to being a responsible corporate citizen by actively engaging with and supporting the communities in which we operate. Beyond traditional business activities, we aim to create a meaningful impact by building strong, positive relationships with local communities. We recognise that social inclusion and community well-being are essential for long-term sustainability and success.

Throughout the year, KAG continued to support initiatives that contribute to community development and social well-being. In FYE 2026, our employees organised a visit to Persatuan Kebajikan Orang-Orang Tua Bahagia Selangor as part of our community outreach efforts. During the visit, we contributed essential daily necessities to support the welfare of the residents and made a cash donation of RM3,000 to assist the home in its ongoing operations and care services. This initiative reflects our commitment to giving back to the community and supporting vulnerable groups through meaningful engagement and practical assistance.

SUSTAINABILITY REPORT

MANAGEMENT APPROACH FOR MATERIAL MATTERS (Cont'd)

COMMUNITY INVESTMENT (Cont'd)

SUSTAINABILITY REPORT

MANAGEMENT APPROACH FOR MATERIAL MATTERS (Cont'd)

COMMUNITY INVESTMENT (Cont'd)

Through contributions to local initiatives, support for community development, and encouragement of active participation, KAG strives to enhance the quality of life for residents and generate positive ripple effects throughout the region. By fostering these connections, we not only support the communities we serve but also promote shared growth, trust, and long-term value creation for our business.

We highly value the spirit of volunteerism among our employees, recognising it as crucial to the success of KAG's community impact programmes.

	2026
Total amount invested where the target beneficiaries are external	3,000
Total number of beneficiaries of the investment in communities (number of organisations)	1

GOVERNANCE SUSTAINABILITY

At KAG, we are committed to the highest standards of corporate governance and ethical conduct. This commitment is demonstrated through our strict compliance with relevant laws and regulations, alongside continuous efforts to foster a culture of transparency, accountability, and integrity throughout the organisation.

Material Matters :

- Policy & Regulatory Compliance

Related UNSDGs

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

POLICY & REGULATORY COMPLIANCE

Regulatory compliance remains a cornerstone of our sustainability strategy. By prioritising ethical business practices, KAG enhances stakeholder confidence, strengthens risk resilience, and supports long-term value creation. Conversely, non-compliance may result in regulatory sanctions, legal liabilities, reputational damage, and operational setbacks.

To mitigate these risks, we closely monitor the regulatory landscape and maintain strong internal systems to ensure continued compliance.

Corporate governance policies

Our governance practices are guided by the Malaysian Code on Corporate Governance 2021 and Bursa Malaysia's ACE Market Listing Requirements. These frameworks form the foundation of our corporate conduct, helping to ensure that we operate with integrity and in the best interests of our stakeholders. Further details are available in our Corporate Governance Statement on pages 57 to 80 of this Annual Report.

Legal & regulatory oversight

KAG routinely reviews its legal register to ensure alignment with evolving laws and standards. Our internal compliance mechanisms enable us to assess regulatory performance, identify gaps, and implement timely improvements. This proactive approach supports effective risk management and reinforces our commitment to responsible business practices.

SUSTAINABILITY REPORT

MOVING FORWARD

At KAG, sustainability is not just a guiding principle; it is a strategic commitment central to our long-term value creation and informs every aspect of our decision-making. We recognise that responsible practices are both a moral duty and a strategic advantage in today's dynamic business landscape.

PERFRORMANCE DATA TABLE FROM ESG REPORTING PLATFORM

As a listed issuer, KAG complies with the mandatory ESG disclosure requirements under Bursa Malaysia's ACE Market Listing Requirements, in accordance with the enhanced Sustainability Reporting Guide (3rd Edition). The performance data table below, extracted from the ESG Reporting Platform, presents key indicators aligned with our identified material sustainability matters.

SUSTAINABILITY REPORT

PERFORMANCE DATA TABLE

KEY ALLIANCE GROUP BERHAD
BMLR Transition Period

Date & Time: 2026-07-22_20:24:54
Ace Market | Group 3 | FYE 31/03/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Environmental - Energy Management	Total energy consumption	MWh	428.40	842.1	—	Internal
Environmental - Water Management	Total water consumption	m3	—	—	—	Internal
Environmental - Waste Management	Total waste consumption	kg	—	—	—	Internal
Social - Employee Engagement - Diversity	Percentage of employees by ethnicity - Malay	%	79%	76%	—	Internal
Social - Employee Engagement - Diversity	Percentage of employees by ethnicity - Chinese	%	12%	17%	—	Internal
Social - Employee Engagement - Diversity	Percentage of employees by ethnicity - Indian	%	9%	7%	—	Internal
Social - Employee Engagement - Diversity	Percentage of employees by gender for each employee category - Male - Management	%	100%	83%	—	Internal
Social - Employee Engagement - Diversity	Percentage of employees by gender for each employee category - Male - Executive	%	55%	47%	—	Internal
Social - Employee Engagement - Diversity	Percentage of employees by gender for each employee category - Male - Non-Executive/Technical staff	%	50%	44%	—	Internal

SUSTAINABILITY REPORT

PERFORMANCE DATA TABLE (CONT'D)

KEY ALLIANCE GROUP BERHAD
BMLR Transition Period

Date & Time: 2026-07-22_20:24:54
Ace Market | Group 3 | FYE 31/03/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Social - Employee Engagement - Diversity	Percentage of employees by gender for each employee category - Female - Management	%	—	17%	—	Internal
Social - Employee Engagement - Diversity	Percentage of employees by gender for each employee category - Female - Executive	%	45%	53%	—	Internal
Social - Employee Engagement - Diversity	Percentage of employees by gender for each employee category - Female - Non-Executive/Technical staff	%	50%	56%	—	Internal
Social - Employee Engagement - Diversity	Percentage of employees by age group - below 30 - Executive	%	36%	18%	—	Internal
Social - Employee Engagement - Diversity	Percentage of employees by age group - below 30 - Non-Executive/Technical staff	%	80%	78%	—	Internal
Social - Employee Engagement - Diversity	Percentage of employees by age group - between 30 - 50 - Management	%	100%	67%	—	Internal
Social - Employee Engagement - Diversity	Percentage of employees by age group - between 30 - 50 - Executive	%	50%	59%	—	Internal

PERFORMANCE DATA TABLE (CONT'D)

KEY ALLIANCE GROUP BERHAD
BMLR Transition Period

Date & Time: 2026-07-22_20:24:54
Ace Market | Group 3 | FYE 31/03/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Social - Employee Engagement - Diversity	Percentage of employees by age group - between 30 - 50 - Non-Executive/Technical staff	%	20%	22%	—	Internal
Social - Employee Engagement - Diversity	Percentage of employees by age group - above 50 - Management	%	—	33%	—	Internal
Social - Employee Engagement - Diversity	Percentage of employees by age group - above 50 - Executive	%	14%	23%	—	Internal
Social - Employee Engagement - Diversity	Percentage of Director by ethnicity - Malay	%	40%	50%	—	Internal
Social - Employee Engagement - Diversity	Percentage of Director by ethnicity - Chinese	%	40%	33%	—	Internal
Social - Employee Engagement - Diversity	Percentage of Director by ethnicity - Indian	%	20%	17%	—	Internal
Social - Employee Engagement - Diversity	Percentage of Director by gender - Male	%	80%	83%	—	Internal
Social - Employee Engagement - Diversity	Percentage of Director by gender - Female	%	20%	17%	—	Internal
Social - Employee Engagement - Diversity	Percentage of Director by age group - between 30 - 50	%	60%	50%	—	Internal
Social - Employee Engagement - Diversity	Percentage of Director by age group - above 50	%	40%	50%	—	Internal

SUSTAINABILITY REPORT

PERFORMANCE DATA TABLE (CONT'D)

KEY ALLIANCE GROUP BERHAD
BMLR Transition Period

Date & Time: 2026-07-22_20:24:54
Ace Market | Group 3 | FYE 31/03/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Social - Employee Engagement - Labour Practices and Standards	Total hours of training by employee category - Management	Hours	34	60	—	Internal
Social - Employee Engagement - Labour Practices and Standards	Total hours of training by employee category - Executive	Hours	48	257	—	Internal
Social - Employee Engagement - Labour Practices and Standards	Total hours of training by employee category - Non-Executive/Technical staff	Hours	—	248	—	Internal
Social - Employee Engagement - Labour Practices and Standards	Total number of employees new hire by employee category - Management	Number	3	—	—	Internal
Social - Employee Engagement - Labour Practices and Standards	Total number of employees new hire by employee category - Executive	Number	33	8	—	Internal
Social - Employee Engagement - Labour Practices and Standards	Total number of employees new hire by employee category - Non-Executive/Technical staff	Number	20	3	—	Internal
Social - Employee Engagement - Labour Practices and Standards	Total number of employees turnover by employee category - Management	Number	1	1	—	* Internal
Footnote Assurance	update					
Social - Employee Engagement - Labour Practices and Standards	Total number of employees turnover by employee category - Executive	Number	10	3	—	* Internal

PERFORMANCE DATA TABLE (CONT'D)

KEY ALLIANCE GROUP BERHAD
BMLR Transition Period

Date & Time: 2026-07-22_20:24:54
Ace Market | Group 3 | FYE 31/03/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Footnote Assurance	update					
Social - Employee Engagement - Labour Practices and Standards	Total number of employees turnover by employee category - Non-Executive/Technical staff	Number	4	2	—	* Internal
Footnote Assurance	update					
Social - Employee Engagement - Labour Practices and Standards	Number of substantiated complaints concerning human rights violations	Number	—	—	—	Internal
Social - Employee Engagement - Health and Safety	Number of work-related fatalities	Number	—	—	—	Internal
Social - Employee Engagement - Health and Safety	Lost time incident rate	%	—	—	—	Internal
Social - Community Engagement	Total number of beneficiaries of investment in communities	Number	—	1	—	Internal
Social - Anti-Corruption	Confirmed incidents of corruption and action taken	Number	—	—	—	Internal
Governance - Supply Chain Management	Proportion of spending on local supplier	%	98%	89%	—	Internal
Governance - Supply Chain Management	Proportion of spending on foreign supplier	%	2%	11%	—	Internal
Governance - Data Privacy and Security	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	—	—	—	Internal

SUSTAINABILITY REPORT

PERFORMANCE DATA TABLE (CONT'D)

KEY ALLIANCE GROUP BERHAD
BMLR Transition Period

Date & Time: 2026-07-22_20:24:54
Ace Market | Group 3 | FYE 31/03/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Community investment	Total amount invested where the target beneficiaries are external	Number	—	3000	—	Internal

CORPORATE GOVERNANCE ("CG") OVERVIEW STATEMENT

The Board of Directors ("the Board") of Key Alliance Group Berhad ("KAG" or "the Company") recognises and is committed to ensuring that good CG is being practiced by the Company and its subsidiaries ("Group" or "KAG Group") to safeguard stakeholders' interests as well as enhance shareholders' value.

This CG Overview Statement sets out the manner in which the Group has applied and the extent of compliance with principles and recommendations as set out in the Malaysian Code on Corporate Governance ("MCCG"), the relevant chapters of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad ("Listing Requirements") on CG and all applicable laws and regulations throughout the financial year ended 31 March 2026 ("FY2026").

The CG Overview Statement shall be read together with the CG Report 2026, which can be downloaded from the Company's website at www.kag.com.my.

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

PART 1 – BOARD RESPONSIBILITIES

1. BOARD'S LEADERSHIP ON OBJECTIVES AND GOALS

1.1 Functions, Roles and Responsibilities of the Board

The Board leads KAG and plays a strategic role in overseeing the Group's objectives, direction, goals and overall corporate governance to ensure that the strategic plans of the Group are implemented and accountability is monitored well.

The following are the key matters of the Company reserved for the Board's approval:

- Reviewing and approving the financial results, strategies, business plan and policies;
- Overseeing and evaluating the conduct of the Group's businesses;
- Ensuring competent management;
- Ensuring the establishment of a risk management framework and policies;
- Reviewing the adequacy and integrity of the internal control systems and management information systems, which include a sound system of reporting and ensuring regulatory compliance with applicable laws, regulations, rules, directives and guidelines; and
- Acquisition and disposal of companies within the Group.

The Board reserves certain powers for itself and has delegated certain matters, such as the day-to-day management of the Group, to the Executive Directors. The Non-Executive Directors are responsible for bringing independent judgment and scrutiny to decisions taken by the Board and providing objective challenges to Management.

The Non-Executive Directors do not participate in the day-to-day management of the Group and do not engage in any business dealings or other relationships with the Group. In this manner, the Non-Executive Directors fulfil a crucial corporate accountability role as they provide independent and objective views, opinions and judgements on issues being deliberated and act in the best interest of the Group, its stakeholders and shareholders, including minority shareholders. There is a schedule of key matters reserved to the Board for its deliberation and decision to ensure that the direction and control of the Group are in its hands.

In discharging its function and responsibilities, the Board has established and approved the respective Terms of Reference ("ToR") for the relevant Board Committees, where specific powers of the Board are delegated to the relevant Board Committees. The Board Committees include the following:

- Audit and Risk Management Committee ("ARMC");
- Nomination Committee ("NC");
- Remuneration Committee ("RC"); and
- Share Issuance Scheme ("SIS") Committee.

CORPORATE GOVERNANCE ("CG") OVERVIEW STATEMENT

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

PART 1 – BOARD RESPONSIBILITIES (Cont'd)

1. BOARD'S LEADERSHIP ON OBJECTIVES AND GOALS (Cont'd)

1.1 Functions, Roles and Responsibilities of the Board (Cont'd)

Although specific powers are delegated to the Board Committees, the Board continues to keep itself abreast of the actions and decisions taken by each Board Committee, including key issues via reports by the Chairman and/or the Chairperson of each of the Board Committees, as well as the tabling of minutes of all Board Committee meetings, to the Board at Board meetings. The Board reviews the respective Board Committees' authority and ToR from time to time to ensure their relevance and enhance its efficiency. The ultimate responsibility for the final decision on all matters, however, lies with the Board as a whole.

The ToR of the respective Board Committees as approved by the Board is available on the Company's corporate website at www.kag.com.my.

The Board owes fiduciary duties to the Company and, while discharging its duties and responsibilities, shall individually and collectively exercise reasonable care, skill and diligence at all times. Aside from the key responsibilities as delineated in the Board Charter, each Board member is also expected to demonstrate and adhere to the following:

(a) Time Commitment

(i) Attendance of Meetings

The Board ordinarily schedules 4 meetings in a year. Additional meetings are convened when urgent and important decisions need to be made between scheduled meetings. The agenda for the meeting of the Board is set by the Company Secretary after consultation with the Chairman and/or the Executive Directors. Where appropriate, decisions may be taken by way of Directors' Circular Resolutions between scheduled and special meetings.

To facilitate the Directors' time planning, a planned annual meeting calendar is prepared and circulated to them before the beginning of each year. It provides the scheduled dates for meetings of the Board, Board Committees and the annual general meeting. If there is any extraordinary general meeting to be held during the financial year, the meeting date will be planned in accordance with the availability of the Directors and the timeline of the corporate exercise. The Directors are also constantly updated with the closed periods for dealings in securities based on the targeted dates of announcement of the Group's quarterly results and annual financial results.

CORPORATE GOVERNANCE ("CG") OVERVIEW STATEMENT

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

PART 1 – BOARD RESPONSIBILITIES (Cont'd)

1. BOARD'S LEADERSHIP ON OBJECTIVES AND GOALS (Cont'd)

1.1 Functions, Roles and Responsibilities of the Board (Cont'd)

(a) Time Commitment (Cont'd)

(i) Attendance of Meetings (Cont'd)

The Board is satisfied with the level of time commitment given by the Directors towards fulfilling their roles and responsibilities as Directors of KAG. This is evidenced by the attendance record of the Directors at the Board and Board Committee meetings held during the year under review, as set out as follows:

Meeting Attendance	Board	ARMC	NC	RC	#SIS	@AGM
Dato' Seri Farhash Wafa Salvador, J.P	^5/5	N/A	N/A	N/A	N/A	1/1
Roy Ho Yew Kee	5/5	N/A	N/A	N/A	N/A	1/1
Sandraruben A/L Neelamagham *(Resigned on 7 July 2026)*	5/5	N/A	N/A	N/A	N/A	1/1
Lee Kien Fatt	5/5	^5/5	^1/1	^1/1	N/A	1/1
Dr Azizah Binti Sulaiman	5/5	5/5	1/1	1/1	N/A	1/1
Ahmad Rasyad Bin Anwar *(Appointed on 17 October 2025)*	2/2	2/2	N/A	N/A	N/A	N/A

@ Annual General Meeting ("AGM") held on 29 August 2025
^ Chairperson/Chairman of the Board or Board Committees or AGM
# No meeting held during the financial year under review

Notwithstanding that no specific quantum of time has been fixed, each member of the Board is expected to devote sufficient time and attention to the affairs of the Company. Any Director is, while holding office, at liberty to accept other board appointment(s) in other companies so long as the appointment is not in conflict with the Company's business and does not affect the discharge of his/her duty as a Director of the Company. Each Board member is expected to achieve at least 50% attendance of total Board Meetings held in any applicable financial year, with appropriate leave of absence and notify the Chairman and/or Company Secretary, where applicable.

CORPORATE GOVERNANCE ("CG") OVERVIEW STATEMENT

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

PART 1 – BOARD RESPONSIBILITIES (Cont'd)

1. BOARD'S LEADERSHIP ON OBJECTIVES AND GOALS (Cont'd)

1.1 Functions, Roles and Responsibilities of the Board (Cont'd)

(a) Time Commitment (Cont'd)

(ii) New Directorships

Prior to the acceptance of new board appointment(s) in other companies and/or Public Listed Companies ("PLCs"), the Directors are to notify the Chairman and/or the Company Secretary in writing. To ensure the Directors have the time to focus and fulfill their roles and responsibilities effectively, 1 criterion, as agreed by the Board, is that they must not hold more than 5 directorships in PLCs (as prescribed in Rule 15.06 of the Listing Requirements).

The Directors are required to submit an update on their other directorships from time to time for monitoring of the number of directorships held and for notification to the Companies Commission of Malaysia ("CCM") accordingly.

(b) Continuing Training Programmes

Although the Board does not have a policy requiring each Director to attend a specific number and types of training sessions each year, the Directors are mindful that they should continue to attend training programmes from time to time to enhance their skills and knowledge where relevant, as well as to keep abreast with the latest development in statutory laws, regulations and best practices, where appropriate, in line with the changing business environment and enhance their business acumen and professionalism in discharging their duties to the Group.

The Board will also, on a continuing basis, evaluate and determine the training needs of each Director, particularly on relevant new laws and regulations and essential practices for effective corporate governance and risk management to enable the Directors to discharge their duties effectively.

During FY2026, all the Directors appointed to the Board have attended the Mandatory Accreditation Programme as required by Bursa Malaysia Securities Berhad ("Bursa Securities"). In addition, Directors would be updated on recent developments in the areas of statutory and regulatory requirements from the briefing by the internal auditors and Company Secretaries during the Board and Board Committees meetings.

CORPORATE GOVERNANCE ("CG") OVERVIEW STATEMENT

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

PART 1 – BOARD RESPONSIBILITIES (Cont'd)

1. BOARD'S LEADERSHIP ON OBJECTIVES AND GOALS (Cont'd)

1.1 Functions, Roles and Responsibilities of the Board (Cont'd)

(b) Continuing Training Programmes (Cont'd)

The details of training and various external programs attended by the Directors during the financial year under review are as follows:

Board members	**Seminars/Conferences/Training Programmes Attended**
Dato' Seri Farhash Wafa Salvador, J.P	• Anti-Money Laundering Act and Anti-Bribery and Corruption Training
Roy Ho Yew Kee	• Prevent Corruption and Promoted Good Governance in Your Business
Sandraruben A/L Neelamagham *(Resigned on 7 July 2026)*	• Kursus Pembaharuan Ejen Cap Dagangan Bil. 2/2025 • Mandatory Accreditation Programme Part II: Leading for Impact (LIP)
Ahmad Rasyad Bin Anwar *(Appointed on 17 October 2025)*	• Mandatory Accreditation Programme • Introduction to ESG (Mastering GHG Emission)
Lee Kien Fatt	• Webinar Training Course on MFRS 2025/2026
Dr Azizah Binti Sulaiman	• Webinar Training Course on MFRS 2025/2026

(c) Conflict of Interest and Related Party Transactions

To assure accountability and prevent conflict of interest in relation to issues that come before the Board, Directors are reminded by the Company Secretary of their statutory duties and responsibilities and are provided with updates on any changes thereon. Hence, all related party transactions and/or potential conflict of interest situations, if any, will be submitted to the ARMC for review on a quarterly basis.

The Directors further acknowledge that they are also required to abstain from deliberation and voting on relevant resolutions in which they have an interest at the Board or any general meeting convened. In the event a corporate proposal is required to be approved by shareholders, the interested Directors will also abstain from voting in respect of their shareholdings and will further undertake to ensure that persons connected to them will similarly abstain from voting on the resolutions.

As part of the governance process, the Board has formalised and adopted the Conflict of Interest Policy for Directors ("COI Policy"). The purpose of the COI Policy is to ensure that actual, potential and perceived conflicts of interest are effectively identified and managed, and to provide guidance on how to deal with conflict of interest situations as they arise. A copy of the COI Policy is available on the Company's website at www.kag.com.my.

CORPORATE GOVERNANCE ("CG") OVERVIEW STATEMENT

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

PART 1 – BOARD RESPONSIBILITIES (Cont'd)

1. BOARD'S LEADERSHIP ON OBJECTIVES AND GOALS (Cont'd)

1.2 The Chairman of the Board

During the financial year under review, the Board is chaired by Dato' Seri Farhash Wafa Salvador, J.P, the Executive Chairman of the Company. The Board of the Company, notwithstanding that the Chairman is an Executive Director, is of the opinion that the element of independence which currently exists is adequate to assure that there is a balance of power and authority on the Board. In addition, the presence of the 3 Independent Directors from a total of the 6 Board members is sufficient to provide the necessary checks and balances on the decision-making process of the Board.

The Chairman is responsible for the Board's effectiveness and conduct, implementing the Group's policies, business plans and executive decision making and is assisted by the Executive Directors. He also promotes an open environment for debate and ensures effective contributions from Non-Executive Directors. The Chairman exercises control over the quality, quantity and timeliness of information flow between the Board and Management. Together with the other Non-Executive Directors, he leads the discussion on the strategies and policies recommended by the Management.

At a general meeting, the Chairman plays a role in fostering constructive dialogue between shareholders, the Board and Management.

In line with the recommendation of the MCCG, the Chairman is not a member of any Board Committees. This is to ensure checks and balances, as well as that objectivity will not be influenced by the Chairman of the Board, who also sits on the Board Committee(s).

1.3 Separation of Roles of the Chairman and the Executive Directors

During the financial year under review, the positions of the Chairman and the Executive Directors were held by different individuals.

The Company has a clear distinction and separation of roles between the Chairman and the Executive Directors, with a clear division of responsibilities to ensure a clear balance of power and authority. The Company practices a division of responsibilities between the Chairman and the Executive Directors. This is also to maintain effective supervision and accountability of the Board and Management.

The Chairman is responsible for the Board's effectiveness and for ensuring that the conduct and working of the Board is in an orderly and effective manner, while the Executive Directors take on the primary responsibility of managing the Group's businesses and resources as well as overseeing and managing the day-to-day operations of the Group.

1.4 Qualified and Competent Company Secretaries

The Company Secretaries of KAG have the requisite credentials and are competent and suitably qualified to act as company secretaries under Section 235(2) of the Companies Act 2016 ("the Act"). The Board is satisfied with the performance and support rendered by the Company Secretaries to the Board in the discharge of their functions. The Company Secretaries play an advisory role to the Board in relation to the Company's Constitution, the Board's policies and procedures and compliance with the relevant regulatory requirements, codes or guidance and legislation.

CORPORATE GOVERNANCE ("CG") OVERVIEW STATEMENT

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

PART 1 – BOARD RESPONSIBILITIES (Cont'd)

1. BOARD'S LEADERSHIP ON OBJECTIVES AND GOALS (Cont'd)

1.4 Qualified and Competent Company Secretaries (Cont'd)

The Company Secretaries support the Board by ensuring that all Board meetings are properly conducted and adhered to board policies and procedures, rules, relevant laws and best practices on CG and deliberations at the Board and Board Committee meetings, as well as follow-up on matters arising, are well captured and recorded. The Company Secretaries also keep the Board updated on changes in the Listing Requirements and directives issued by the regulatory authorities, and the resultant implications to the Company and the Directors in relation to their duties and responsibilities.

The Company Secretaries constantly keep themselves abreast of the evolving capital market environment, regulatory changes and developments in CG through continuous training.

1.5 Access to Information and Advice

The Directors have individual and independent access to the advice and dedicated support services of the Company Secretaries in ensuring the effective functioning of the Board. External advisers are invited to attend meetings to provide insights and professional views, advice and explanations on specific items on the meeting agenda, when required. The Directors may seek advice from Management on issues under their respective purview.

Prior to the Board meetings, the agenda for each meeting, together with a full set of the board papers containing the information relevant to the business of the meetings, will be circulated to the Directors at least 7 days before the meeting. The Directors may also interact directly with the Management or request further explanation, information or updates on any aspect of the Company's operations or business concerns from them.

In the intervals between Board meetings, for exceptional matters requiring urgent Board decisions, approvals will be obtained via circular resolutions, which are supported with information necessary for an informed decision.

The deliberations of the Board in terms of the issues discussed during the meetings and the Board's conclusions in discharging its duties and responsibilities are recorded in the minutes of meetings by the Company Secretaries. Minutes of meetings are circulated and confirmed as a correct record by the Board and Board Committees at the next meeting.

The Directors are also notified of any corporate announcement(s) released to Bursa Securities and the impending restriction on dealing with the securities of the Company prior to the announcement of the quarterly financial results.

When necessary, the Directors may, whether as a full Board or in their individual capacity, seek independent professional advice, including from the internal and external auditors, at the Company's expense to enable the Directors to discharge their duties with adequate knowledge of the matters being deliberated, subject to approval by the Chairman of the Board, and depending on the quantum of the fees involved.

CORPORATE GOVERNANCE ("CG") OVERVIEW STATEMENT

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

PART 1 – BOARD RESPONSIBILITIES (Cont'd)

2. DEMARCATION OF RESPONSIBILITIES

2.1 Board Charter

The Board recognises the importance of establishing a single source of reference for Board activities through a Board Charter as recommended by the MCCG. As such, a Board Charter was formalised on 24 November 2014 to delineate the roles of the Board, Board Committees and Management to provide structured guidance for the Directors and Management regarding their responsibilities of the Board, its Board Committees and Management, including the requirements of Directors in carrying out their stewardship role and in discharging their duties towards the Group as well as boardroom activities.

The Board reviews and updates its Board Charter regularly to keep itself up to date with new changes in regulations and best practices and to ensure its effectiveness and relevance to the Board's objectives. Any subsequent amendment to the Charter can only be approved by the Board. The Board Charter is available on the Company's website at www.kag.com.my.

3. PROMOTING GOOD BUSINESS CONDUCT AND MAINTAINING A HEALTHY CORPORATE CULTURE

3.1 Code of Conduct

The Company's Code of Conduct requires all officers and employees to observe high standards of business and personal ethics in carrying out duties and responsibilities. As employers and representatives of KAG or any of its subsidiaries, they must practice honesty and integrity in fulfilling their duties and responsibilities and comply with all applicable laws and regulations. It is thus the responsibility of all officers and employees to comply with the Code of Conduct and to report violations or suspected violations thereof.

The salient features of the Code of Conduct is accessible on the Company's website at www.kag.com.my.

3.2 Whistleblowing Policy

To maintain the highest standard of ethical conduct, the Board also has a separate formal Whistleblowing Policy stating the appropriate communication and feedback channels to facilitate whistleblowing. The implementation of such a policy is in line with Section 587 of the Act, where provisions have been made to protect KAG's officers or stakeholders who make disclosures on breach or non-observance of any requirement or provision of the Act or any serious offence involving fraud and dishonesty. All concerns raised will be investigated, and whistle-blowers can report directly to the Independent Director.

The Whistleblowing Policy is accessible on the Company's website at www.kag.com.my.

CORPORATE GOVERNANCE ("CG") OVERVIEW STATEMENT

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

PART 1 – BOARD RESPONSIBILITIES (Cont'd)

3. PROMOTING GOOD BUSINESS CONDUCT AND MAINTAINING A HEALTHY CORPORATE CULTURE (Cont'd)

3.3 Anti-Bribery and Corruption Policy ("ABC Policy")

In line with the amendments to the Malaysian Anti-Corruption Commission Act 2009 to incorporate a new Section 17A on corporate liability for corruption which took effect on 1 June 2020, the Group had adopted the ABC Policy which set out the Group's responsibilities in providing principles, guidelines and recommendation to the employees on the procedures to deal with solicitation, bribery and corruption that could possibly arise on the business dealing and operation activities.

The Company had also conducted briefings and training for all employees of the Group to create awareness of the ABC Policy to foster commitment of the employees in instilling the spirit of integrity and avoiding all forms of corruption practices within the organisation.

The ABC Policy is accessible on the Company's website at www.kag.com.my.

3.4 Directors' Fit and Proper Policy

The Board has established the Directors' Fit and Proper Policy to ensure that any person to be appointed or elected/re-elected as a Director of the Group shall possess the necessary quality and character as well as integrity, competency and commitment to enable the discharge of the responsibilities required of the appointed position in the most effective manner. The Directors' Fit and Proper Policy is accessible on the Company's website at www.kag.com.my.

3.5 Conflict of Interest Policy for Directors

The Board has established the Conflict of Interest Policy for Directors to ensure that actual, potential and perceived conflicts of interest are effectively identified and managed and to provide guidance on how to deal with conflict of interest situations as they arise. The Conflict of Interest Policy for Directors is accessible on the Company's website at www.kag.com.my.

3.6 Promote Sustainability

The Board has established the Sustainability Policy to demonstrate its commitment to promoting good business conduct and maintaining a healthy corporate culture that engenders integrity, transparency and fairness. The Board and Senior Management of the Company recognise the importance of prioritising sustainability as part of its overall approach to value creation.

The Board believes that introducing environmental, social and governance ("ESG") considerations in its business decisions is an essential foundation to achieve long-term business success, besides creating value for all its stakeholders, as well as a strategic approach to support and empower communities, encourage social inclusivity and improve the environment. The balancing of ESG with the interests of stakeholders is essential to enhancing investor perception and public trust, which works towards value enhancement for stakeholders in the long run. The Company also believes that as a responsible corporate citizen, one would have an obligation to make the earth a better place to live in through responsible investing, besides weighing on an appropriate risk-return profile for its investments.

CORPORATE GOVERNANCE (“CG”) OVERVIEW STATEMENT

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

PART 1 – BOARD RESPONSIBILITIES (Cont’d)

3. PROMOTING GOOD BUSINESS CONDUCT AND MAINTAINING A HEALTHY CORPORATE CULTURE (Cont’d)

3.6 Promote Sustainability (Cont’d)

The Board fulfils its responsibilities by delegating to Management. The Management is responsible for implementing, overseeing and addressing all sustainability-related issues from stakeholders and updating the Board on the Group’s sustainability management performance, key material issues identified by stakeholders and planned follow-up measures.

The Sustainability Policy adopted by the Board can be found on the Company’s website at www.kag.com.my. The details of the sustainability effort are presented in the Sustainability Report of this Annual Report

PART II – BOARD COMPOSITION

4. BOARD’S OBJECTIVITY

4.1 Composition of the Board

The Company is led by an experienced Board consisting of individuals with appropriate knowledge and skills to enhance the growth of the Group’s business with good corporate governance.

The current Board comprises 5 members, comprising an Executive Chairman, 2 Executive Directors and 2 Independent Non-Executive Directors. In this respect, the Board complies with the requirement of the Listing Requirements for Independent Non-Executive Directors to make up at least 1/3 of the Board membership, and at least 1 of the Directors of the Company is a woman. In the event of any vacancy in the Board resulting in non-compliance with the Listing Requirements, the Board shall fill the vacancy within three (3) months from the date of that event.

The Board views the Independent Directors has provided the necessary checks and balances to the Board‘s decision-making process. There is a good mix of skills and core competencies in the current Board membership. The Board is of the opinion that the existing 2 Independent Non-Executive Directors, with their extensive knowledge and experience, would be able to represent the interests of the public and the minority shareholders. The Board is, however, open to board changes as and when appropriate. The profile of each of the Directors is set out on pages 6 to 8 of this Annual Report.

The Board has not nominated a Senior Independent Non-Executive Director to whom concerns may be conveyed, as the Board is of the opinion that, given the strong independent element of the Board, any concern regarding the Group may be conveyed by shareholders or investors to any of the Independent Directors at the following address, and such concerns will be reviewed and addressed by the Board accordingly:

Mr Lee Kien Fatt / Dr Azizah Binti Sulaiman
Key Alliance Group Berhad
Lot 4.2, 4th Floor, Menara Lien Hoe, No. 8, Persiaran Tropicana, Tropicana Golf & Country Resort, 47410 Petaling Jaya, Selangor

CORPORATE GOVERNANCE ("CG") OVERVIEW STATEMENT

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

PART II – BOARD COMPOSITION (Cont'd)

4. BOARD'S OBJECTIVITY (Cont'd)

4.2 Tenure of Independent Directors

As at 31 March 2026, none of the Independent Directors has served the Board for a period of more than 9 years since they were appointed as Directors of the Company. The tenure of the Independent Non-Executive Directors of the Company is as follows:

	1-3 Years	4-6 Years	7-9 Years
Lee Kien Fatt			√
Dr Azizah Binti Sulaiman	√		

4.3 Policy of Independent Directors' Tenure

The Board has adopted a 9-year policy for its Independent Directors. Upon completion of 9 years, an Independent Director may continue to serve on the Board, subject to the Director's re-designation as a Non-Independent Director. In the event the Board intends to retain such Director as an Independent Director after the latter has served a cumulative term of 9 years, the Board must justify the decision and seek annual shareholders' approval through a two-tier voting process.

4.4 Diverse Board and Senior Management Team

The Company does not set specific criteria for the assessment and selection of director candidates. However, all candidates for appointment and/or election are first considered by the NC, taking into account the mix of skills, competencies, experience, professionalism and other relevant qualities required to well manage the business, with the aim of meeting the current and future needs of the Board composition. The NC also evaluates the candidates' character and ability to commit sufficient time to the Group. Other factors considered for the appointment of an Independent Director will include the level of independence of the subject candidate.

4.5 Gender Diversity Policy

The Board is aware of the importance of boardroom diversity and is supportive of the recommendation of MCCG to the establishment of a boardroom and workforce gender diversity policy. The Board had adopted the Board Diversity Policy, which sets out the Company's approach to diversity on the Board of KAG. The Board, together with the NC, will assess and evaluate current diversity levels, identify and analyse gaps and criteria for new board appointments, and thereafter recommend the strategies, objectives, targets and practical goals against an indicative time frame in order to maintain an appropriate range and balance of skills, experience and background on the Board. The Group will evaluate the suitability of candidates as a new Board member or as a member of the workforce based on the candidates' competency, skills, character, time commitment, knowledge, experience and other qualities in meeting the needs of the Group, regardless of gender. Equal opportunity is given and does not practice discrimination of any form, whether based on age, gender, race or religion, throughout the organisation.

CORPORATE GOVERNANCE ("CG") OVERVIEW STATEMENT

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

PART II – BOARD COMPOSITION (Cont'd)

4. BOARD'S OBJECTIVITY (Cont'd)

4.5 Gender Diversity Policy (Cont'd)

Currently, our Board comprises 1 female Director, representing 20.0% of the total number of Directors. In line with the MCCG of at least 30% representation of women on Boards, the Board will evaluate and match the criteria of the potential candidate, as well as consider the appointment of additional female directors onto the Board in the future to bring about a more diverse perspective.

4.6 New Candidates for Board Appointment

The screening and evaluation process for potential candidates to be nominated as Directors is delegated to the NC. The process involves the NC's consideration and submission to the Board of its recommendation of suitable candidates from either the Management, the existing Board member(s) or major shareholder(s) for the proposed appointment as Directors of the Company. The NC may also obtain and rely upon independent sources such as a directors' registry, open advertisement or use of independent search firms in furtherance of their duties at the Company's expense, subject to approval by the Chairman or the Board, and depending on the quantum of the fees involved.

Upon receiving a nomination for a new Director, the review process entails the assessment of the candidate's background, experience, knowledge and skills critical to the Group's business. Other criteria, such as integrity, wisdom, independence of the candidates, existing commitments, potential risk and/or conflict of interest, are also considered in the assessment of the suitability of candidates for appointment to the Board.

The shortlisted candidates, who were not known to the existing Board members, will be interviewed by the NC and thereafter meet with the Board for endorsement of appointment.

4.7 Re-Election of Directors

The procedure for the re-election of directors by rotation is set out in the Company's Constitution. Pursuant to the Company's Constitution, all Directors who are appointed by the Board during the year are subject to re-election by shareholders at the first meeting after their appointment. The Company's Constitution also provides that at least 1/3 of the remaining Directors are subject to re-election by rotation at each Annual General Meeting, and retiring directors can offer themselves for re-election. All Directors shall retire from office at least once every 3 years, but shall be eligible for re-election.

The NC would carry out a formal assessment evaluation on the performance as well as identify any gaps or areas of improvement of the individual directors, the Board and the Board Committee annually. The NC would also identify the Directors to be retired ("Retiring Directors") by rotation in accordance with the provisions of the Company's Constitution and assess the Retiring Directors' eligibility for re-election by considering their competencies, time commitment, contribution and their ability to act in the best interest of the Company. Based on the satisfactory evaluation of the respective Director's performance and contributions to the Board, the NC will then recommend to the Board the re-election of the Retiring Directors at the AGM.

For the purpose of determining the eligibility of the Retiring Directors to stand for re-election at the AGM, the Board, through the NC, had assessed the Retiring Directors and considered the following:

(a) The Retiring Directors' performance and contribution;
(b) The Retiring Directors' skills, experience and strength in qualities; and
(c) The Retiring Directors' ability to act in the best interest of the Company in decision-making.

CORPORATE GOVERNANCE ("CG") OVERVIEW STATEMENT

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

PART II – BOARD COMPOSITION (Cont'd)

4. BOARD'S OBJECTIVITY (Cont'd)

4.7 Re-Election of Directors (Cont'd)

Upon the recommendation of the NC and the Board, the Retiring Directors who are standing for re-election and re-appointment at the forthcoming AGM of the Company are as stated in the Notice of Annual General Meeting.

4.8 Nomination Committee

In line with the Listing Requirements, the Board has established the NC, which is comprised exclusively of Independent Non-Executive Directors.

The NC of KAG was established on 29 April 2005 to assist the Board in assessing the balanced composition of Board members and to nominate the proposed Board member by looking into their skills and expertise for contribution to the Company on an ongoing basis.

The ToR of the NC can be viewed on the Company's website at www.kag.com.my.

The activities undertaken by NC during the financial year under review are as follows:

- reviewed the structure, size and diversity (including, without limitation, gender, age, cultural and educational background, ethnicity, professional experience, skills, knowledge and length of service) of the Board;
- undertook an annual assessment of its Independent Directors;
- reviewed the performance of the Board as a whole and the Board Committees, particularly the term of office and performance of the ARMC and each of its members;
- reviewed and recommended the retirement and re-election of Directors in accordance with the provisions of the Company's Constitution;
- reviewed and recommended any modifications and/or amendments to the ToR of the NC and other policies;
- reviewed and recommended the appointment of Ahmad Rasyad Bin Anwar as an Independent and Non-Executive Director of the Company; and
- reviewed and recommended the appointment of Ahmad Rasyad Bin Anwar as a member of the ARMC, NC and RC of the Company.

In the intervals between NC meetings, for exceptional matters requiring urgent NC decisions, approvals will be obtained via circular resolutions, which are supported with information necessary for an informed decision. Ample time was given to the NC in order for them to make informed and constructive decisions.

4.9 Share Issuance Scheme Committee

The SIS Committee was established on 7 May 2015 to assist the Board in the establishment of the SIS by rewarding and retaining the eligible Directors and key management personnel who have contributed to the growth of the Company.

The existing SIS, which was implemented on 6 May 2015, had expired on 6 May 2023.

CORPORATE GOVERNANCE (“CG”) OVERVIEW STATEMENT

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

PART II – BOARD COMPOSITION (Cont’d)

5. OVERALL BOARD EFFECTIVENESS

5.1 Annual Evaluation

The Board, through the NC and facilitated by the Company Secretary, will conduct an annual assessment to evaluate the performance of the Board, its Board Committees and each director, as well as identify any gaps or areas of improvement. The annual assessment will be conducted internally through a questionnaire and by way of a self and peer-assessment evaluation approach, focusing on maximising the effectiveness and performance of the Board.

The criteria used by the NC in evaluating the performance of an individual, including contribution to interaction, integrity, competency and time commitment of the members of the Board and Board Committees in discharging their duties, are in a set of questionnaires. The results, in particular the key strengths and weaknesses identified from the evaluation, will be shared with the Board to allow enhancements to be undertaken. The Board did not engage any external party to undertake an independent assessment of the Directors.

The Board will also undertake an annual assessment of its Independent Directors, and the criteria for assessment cover areas such as contributions to interaction, roles and responsibilities and quality of input to enhance the Board’s effectiveness. The independence of Independent Directors was assessed based on their relationship with the Group and their involvement in any significant transactions with the Group, including their ability to exercise independent judgment at all times and based on the criteria set out in the Listing Requirements.

From the annual assessment and review conducted for FY2026, the NC was satisfied that all the Directors possess sufficient qualifications to remain on the Board. Save for the NC members who are also members of the Board and have abstained from assessing their own individual performance as Director of the Company, each of the NC members views that all the Directors have good personal attributes and possess sufficient experience and knowledge in various fields that are vital to the Company’s industry.

As for the Board evaluation, the NC agreed that all the Directors have discharged their stewardship duties and responsibilities towards the Company as Directors effectively. The NC further concluded that the Board and Board Committees were functioning effectively as a whole with a high level of compliance and integrity.

The NC was also satisfied that the Independent Directors are independent of management and free from any business or other relationship which could interfere with the exercise of independent judgment, objectivity or the ability to act in the best interests of the Company. Additionally, each of the Independent Directors has provided an annual confirmation of their independence to the NC and the Board.

CORPORATE GOVERNANCE ("CG") OVERVIEW STATEMENT

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

PART III - REMUNERATION

6. LEVEL AND COMPOSITION OF REMUNERATION

6.1 Remuneration Policy

The Board has adopted a Remuneration Policy to ensure the payment of equitable, competitive remuneration to the Directors and Senior Management of the Company, which is based on individual performance, the Company's benchmark, industry practices and performance of the Group as a whole.

The Company's Remuneration Policy is formulated to attract and retain individuals of the necessary calibre needed to run the business of the Group successfully. The remuneration is structured to link experience, expertise and level of responsibility undertaken by the Directors. The Directors play no part in deciding their own remuneration and shall abstain from discussing or voting on their own remuneration.

The determination of the remuneration for the Non-Executive Directors is a matter for the Board as a whole. The level of remuneration for the Non-Executive Directors reflects the amount paid by other comparable organisations, adjusted for the experience and levels of responsibilities undertaken by the particular Non-Executive Director concerned. The remuneration package of the Non-Executive Directors will be a matter to be deliberated on by the Board, with the Director concerned abstaining from deliberations and voting on deliberations in respect of his remuneration. In addition, the Company also reimburses reasonable out-of-pocket expenses incurred by all the Non-Executive Directors in the course of their duties as Directors of the Company. The aggregate annual Directors' fees and other benefits payable are to be approved by shareholders at the AGM based on recommendations of the Board. A copy of the Company's Remuneration Policy is available on the Company's website at www.kag.com.my.

6.2 Remuneration Committee

In line with the best practices of MCCG, the Board has established the RC, which is comprised exclusively of Independent Non-Executive Directors.

The RC was established on 6 June 2003 and is responsible for recommending to the Board the remuneration framework as well as the remuneration package of the Executive Directors to ensure that rewards are commensurate with their contributions to the Group's growth and profitability and to align the interests of the Directors with those of the shareholders. The RC also ensures that the level of remuneration for the Non-Executive Directors and Executive Directors is linked to their level of responsibilities undertaken and contributions to the effective functioning of the Board.

The ToR of the RC can be viewed on the Company's website at www.kag.com.my.

The activities undertaken by the RC during the financial year under review were as follows:

- reviewed and recommended the payment of Directors' fees and other benefits payable to the Directors for the shareholders' approval; and
- reviewed and recommended any modifications and/or amendments to the ToR of the RC and other policies.

CORPORATE GOVERNANCE ("CG") OVERVIEW STATEMENT

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

PART III - REMUNERATION (Cont'd)

7. REMUNERATION OF DIRECTORS AND SENIOR MANAGEMENT

7.1 Details of Directors' Remuneration

The details of the Directors' remuneration comprising remuneration received/receivable from the Company and its subsidiaries during FY2026 are as follows:

GROUP

Name	Fees RM	Salaries RM	Bonus RM	Allowance RM	Benefits in Kind RM	Other Emoluments RM	Total RM
Dato' Seri Farhash Wafa Salvador, J.P	120,000.00	-	-	-	-	-	120,000.00
Roy Ho Yew Kee	96,000.00	156,000.00	6,500.00	-	-	20,892.60	279,392.60
Sandraruben A/L Neelamagham *(Resigned on 7 July 2026)*	96,000.00	-	-	-	-	-	96,000.00
Lee Kien Fatt	48,000.00	-	-	-	-	-	48,000.00
Dr Azizah Binti Sulaiman	42,000.00	-	-	-	-	-	42,000.00
Ahmad Rasyad Bin Anwar *(Appointed on 17 October 2025)*	-	-	-	-	-	-	-
Total	**402,000.00**	**156,000.00**	**6,500.00**	**-**	**-**	**20,892.60**	**585,392.60**

COMPANY

Name	Fees RM	Salaries RM	Bonus RM	Allowance RM	Benefits in Kind RM	Other Emoluments RM	Total RM
Dato' Seri Farhash Wafa Salvador, J.P	120,000.00	-	-	-	-	-	120,000.00
Roy Ho Yew Kee	96,000.00	-	-	-	-	-	96,000.00
Sandraruben A/L Neelamagham *(Resigned on 7 July 2026)*	96,000.00	-	-	-	-	-	96,000.00
Lee Kien Fatt	48,000.00	-	-	-	-	-	48,000.00
Dr Azizah Binti Sulaiman	42,000.00	-	-	-	-	-	42,000.00
Ahmad Rasyad Bin Anwar *(Appointed on 17 October 2025)*	-	-	-	-	-	-	-
Total	**402,000.00**	**-**	**-**	**-**	**-**	**-**	**402,000.00**

CORPORATE GOVERNANCE ("CG") OVERVIEW STATEMENT

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

PART III - REMUNERATION (Cont'd)

7. REMUNERATION OF DIRECTORS AND SENIOR MANAGEMENT (Cont'd)

7.2 Details of Key Senior Management's Remuneration

The Company notes the need for corporate transparency in the remuneration of its senior management executives, however, given the confidential and commercial sensitivities associated with remuneration matters and the highly competitive human resource environment for personnel with the requisite knowledge, expertise and experience in the Company's business activities, such disclosure may be detrimental to the business interests and give rise to recruitment and talent retention issues. Thus, the Company is of the view that the interests of the shareholders will not be prejudiced as a result of the non-disclosure of the Group's senior management personnel who are not directors of the Company.

The remuneration of the senior management personnel, which is a combination of annual salary, bonus and benefits-in-kind, is determined in a similar manner to other employees of the Group. The basis of determination has been consistently applied and is based on individual performance and the overall performance of the Group. The aggregate remuneration of the top 5 senior management received for FY2026 was RM571,093, representing 23.38% of the total employees' remuneration of the Group.

The Board is of the opinion that disclosure of the remuneration of the Directors of the Board by appropriate components and the top 5 senior management's total combined remuneration package should meet the intended objectives of the MCCG and that the interest of the shareholders will not be prejudiced as a result of non-disclosure of the key senior management on a named basis.

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

PART I – AUDIT AND RISK MANAGEMENT COMMITTEE

8. EFFECTIVE AND INDEPENDENT AUDIT AND RISK MANAGEMENT COMMITTEE

8.1 The Chairman of the Audit and Risk Management Committee is Not the Chairman of the Board

During the financial year under review, the positions of the Chairman of the ARMC and the Board are held by 2 different individuals. Hence, the objectivity of the Board's review of the ARMC's findings and recommendations will be able to be preserved. The Board is of the view that the Chairman of the ARMC has performed the duties as defined, and his judgment was not impaired as he is sufficiently independent from Management in leading the discussion on the matters being deliberated and findings, as well as recommendations made by the ARMC objectively in the Board meetings.

8.2 Cooling-off Period for a Former Audit Partner to be Appointed as Audit and Risk Management Committee Member

KAG recognised the need to uphold the independence of its external auditors and that no possible conflict of interest whatsoever should arise. As recommended by MCCG, the Company will observe a cooling-off period of at least 3 years in the event that any potential candidate to be appointed as a member of the ARMC was a key audit partner of the external auditors of the Group. Currently, none of the members of the Board nor the ARMC of the Company was former key audit partners of the external auditors appointed by the Group.

CORPORATE GOVERNANCE ("CG") OVERVIEW STATEMENT

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

PART I – AUDIT AND RISK MANAGEMENT COMMITTEE (Cont'd)

8. EFFECTIVE AND INDEPENDENT AUDIT AND RISK MANAGEMENT COMMITTEE (Cont'd)

8.3 Policies and Procedures for Assessment of Suitability, Objectivity and Independence of External Auditors

The external auditors fill an essential role by enhancing the reliability of the Company's annual audited financial statements and giving assurance to stakeholders of the reliability of the annual audited financial statements. The external auditors have an obligation to bring any significant defects in the Company's system of control and compliance to the attention of the Management, and if necessary, to the ARMC and the Board.

The external auditors are working closely with the internal auditors and tax consultants, without compromising their independence. Their liaison with the internal auditors would be in accordance with International Standards on Auditing (ISA) No. 610: "Considering the Work of Internal Auditing", with the main objective of avoiding duplication of efforts to maximise audit effectiveness and efficiency. The external auditors review internal audit reports and discuss findings with internal auditors where necessary.

In accordance with the principles set out in ISA No. 260 "Communicating of Audit Matters with Those Charged with Governance", the external auditors have brought to the Board's attention through the ARMC, all the significant accounting, auditing, taxation, internal accounting systems & process control and other related matters that arise from the audit of the financial statements of the Company. Where necessary, the ARMC will meet with the external auditors without the presence of Executive Board members and Management to exchange free and honest views on issues which the external auditors may wish to discuss in relation to their audit findings.

The ARMC is responsible for reviewing the audit, recurring audit-related and non-audit services provided by the external auditors. The terms of engagement for services provided by the external auditors are reviewed by the ARMC prior to submission to the Board for approval. The effectiveness and performance of the external auditors are reviewed annually by the ARMC.

To assess or determine the suitability and independence of the external auditors, the ARMC has taken into consideration, among others, the following:

(a) the adequacy of the competency, experience and quality of the external auditors;

(b) the external auditor's resource capacity and ability to meet deadlines in providing services and responding to issues in a timely manner as contemplated in the external audit plan;

(c) the nature of the non-audit services provided by the external auditors and fees paid for such services relative to the audit fee; and

(d) whether there are safeguards in place to ensure that there is no threat to the objectivity and independence of the audit arising from the provision of non-audit services or tenure of the external auditors.

Annual appointment or re-appointment of the external auditors is via shareholders' resolution at the AGM on the recommendation of the ARMC and the Board. The external auditors are being invited to attend the AGM of the Company to respond and reply to the shareholders' enquiries on the conduct of the statutory audit and the preparation and contents of the audited financial statement.

CORPORATE GOVERNANCE ("CG") OVERVIEW STATEMENT

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

PART I – AUDIT AND RISK MANAGEMENT COMMITTEE (Cont'd)

8. EFFECTIVE AND INDEPENDENT AUDIT AND RISK MANAGEMENT COMMITTEE (Cont'd)

8.3 Policies and Procedures for Assessment of Suitability, Objectivity and Independence of External Auditors (Cont'd)

The ARMC had assessed the independence of Messrs. Russell Bedford LC PLT ("RBLC") as external auditors of the Company, as well as reviewed the level of non-audit services rendered by RBLC to the Company for FY2026. The ARMC had obtained written assurance from RBLC confirming that they are, and have been, independent throughout the conduct of the audit engagement in accordance with the independence criteria set out by the International Federation of Accountants and the Malaysian Institute of Accountants. The external auditors provided such a declaration in their annual audit plan presented to the ARMC prior to the commencement of the audit for a particular financial year.

The ARMC was satisfied with RBLC's technical competency and audit independence and took note that the quantum of non-audit fees charged thereto was not material as compared to the total audit fees paid to RBLC. Having satisfied itself with their performance and technical competency as well as having received the assurance from RBLC as stated above, the Board approved the ARMC's recommendation for the shareholders' approval to be sought at the forthcoming AGM on the re-appointment of RBLC as the External Auditors of the Company for the financial year ending 31 March 2027.

8.4 Composition of the Audit and Risk Management Committee

During the financial year under review, the ARMC comprised 3 Independent Non-Executive Directors.

On 10 July 2026, Encik Ahmad Rasyad Bin Anwar was redesignated from an Independent Non-Executive Director to an Executive Director of the Company. Consequent to his redesignation, he resigned as a member of the ARMC with effect from the same date. As a result, the composition of the ARMC was reduced to 2 Independent Non-Executive Directors.

The Company is currently in the process of identifying a suitable candidate for appointment as an additional member of the ARMC to ensure compliance with Rule 15.09(1)(a) of the Listing Requirements.

The Board is of the view that the ARMC is able to assist the Board in reviewing and scrutinising the information in terms of accuracy, adequacy and completeness for disclosure to ensure reliability and compliance with applicable financial reporting standards.

8.5 Continuous Professional Development

To assist the Board in reviewing and scrutinising the information in terms of accuracy, adequacy and completeness for disclosure to ensure reliability and compliance with applicable financial reporting standards, all the ARMC members will undertake continuous professional development to keep abreast of relevant developments in accounting and auditing standards, practices and rules.

The Board, through the recommendation of the NC and with the exception of the Directors who are also the ARMC, is generally satisfied that all the ARMC members are financially literate and have sufficient understanding of the Company's business.

Further details on the external programs attended by the ARMC members are set out in this Annual Report on page 61.

CORPORATE GOVERNANCE ("CG") OVERVIEW STATEMENT

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

PART I – AUDIT AND RISK MANAGEMENT COMMITTEE (Cont'd)

8. EFFECTIVE AND INDEPENDENT AUDIT AND RISK MANAGEMENT COMMITTEE (Cont'd)

8.6 Compliance with Applicable Financial Reporting Standards

The Board strives to provide shareholders with a balanced and meaningful evaluation of the Group's financial performance, financial position and prospects through the annual audited financial statements, interim financial reports, annual reports and announcements to Bursa Securities.

The interim financial reports, annual audited financial statements and annual reports of the Group for FY2026 are prepared in accordance with the Malaysian Financial Reporting Standards, Listing Requirements and the Act. The ARMC assists the Board in overseeing the financial reporting processes and ensuring the quality of its financial reporting.

The statement by the Board pursuant to Rule 15.26(a) of the Listing Requirements on its responsibilities in preparing the financial statements is set out on page 92 of this Annual Report.

PART II – RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

9. EFFECTIVE RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

9.1 Sound Framework to Manage Risk

The Board recognises the importance of managing risks and maintaining a sound system of internal controls which cover risk management, financial, organisational, operational and compliance controls.

The Board has established an Enterprise Risk Management framework, and on-going reviews are performed on a quarterly basis to identify, evaluate, monitor and manage significant risks affecting the business and ensure that adequate and effective controls are in place. Such continuous review processes are conducted by the Company's Management Team as well as the Group's independent and sufficiently resourced internal audit function. The findings of the internal audit function are regularly reported to the ARMC.

The ARMC is tasked with reviewing the risk management policies and internal control procedures formulated by Management and making relevant recommendations to the Board for approval from time to time to ensure, as far as possible, the protection of its assets and its shareholders' investments.

Details of the Company's risk management and internal controls framework are further elaborated in the ARMC Report and the Statement on Risk Management and Internal Control of this Annual Report.

9.2 Implementation of Mitigating Measures

The responsibilities of identifying and managing risks are delegated to the respective Heads of Department ("HoD"). The ARMC is responsible for reviewing the effectiveness of the processes. Any material risk identified will be discussed, and appropriate actions or controls will be implemented. This is to ensure the risk is properly monitored and managed to an acceptable level.

The ARMC will assist the Board in implementing and overseeing the risk management framework of the Group, reviewing the risk management policies formulated by Management and making relevant recommendations to the Board for approval.

The main features of the Company's risk management framework and internal controls system are further elaborated in the Statement on Risk Management and Internal Control of this Annual Report.

CORPORATE GOVERNANCE ("CG") OVERVIEW STATEMENT

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

PART II – RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK (Cont'd)

9. EFFECTIVE RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK (Cont'd)

9.3 Risk Management Committee

The ARMC was renamed on 27 November 2017, with its scope of duty and responsibilities being broadened and the importance being placed on the risk management of the various elements of the Company's business whilst also covering the areas of internal control, financial reporting and CG.

Details of the main features of the Company's risk management and internal controls framework are further elaborated in the ARMC Report and the Statement on Risk Management and Internal Control of this Annual Report.

10. EFFECTIVE GOVERNANCE, RISK MANAGEMENT AND INTERNAL CONTROL

10.1 Internal Audit Function

The Board has delegated the implementation and monitoring of the internal control system to the Management and has engaged the services of an independent assurance provider to provide much of the assurance it requires regarding the effectiveness, adequacy, and integrity of the Group's systems of internal control. The internal auditors report directly to the ARMC on its activities based on the approved annual internal audit plans. The principal role of the internal auditors is to provide independent assurance on the adequacy and effectiveness of governance, risk management and internal control processes.

10.2 Competency of Internal Auditors

To ensure that the responsibilities of internal auditors are fully discharged, the ARMC shall review the adequacy of the scope, functions and resources of the internal audit function, as well as the competency, i.e. qualification and experience, of the internal auditors on a yearly basis.

For FY2026, the Group has outsourced its internal audit function to Vaersa Advisory Sdn. Bhd., a professional service firm ("Outsourced IA").

The Outsourced IA is headed by its associate director, Ms Tiffany Lim, who holds a Bachelor's in Accounting, is a member of the Malaysian Institute of Accountants and an associate member of the Institute of Internal Auditors Malaysia. The Outsourced IA has assigned 2 staff to provide internal audit services during the financial period. The work of the outsourced IA is guided by, in all material respects, the International Professional Practices Framework (IPPF) issued by the Institute of Internal Auditors.

The internal audit function has been mandated to assess and monitor the Group's system of internal control and provide reasonable assurance that the Group's system of internal control is satisfactory and operating effectively. The internal audit function adopts a risk-based approach and prepares its audit strategy and plans based on the risk profiles of individual business units of the Group and presents them to the ARMC for review and approval.

CORPORATE GOVERNANCE ("CG") OVERVIEW STATEMENT

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

PART II – RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK (Cont'd)

10. EFFECTIVE GOVERNANCE, RISK MANAGEMENT AND INTERNAL CONTROL (Cont'd)

10.2 Competency of Internal Auditors (Cont'd)

During the financial year, the following activities were carried out by the Outsourced IA in the discharge of its responsibilities:

(a) Reviewed the adequacy and effectiveness of the systems of internal control and compliance with the Group's policies and procedures on the following business process/area set out below:

- Human Resources Department of KAG;
- Finance Department review of KAG; and
- Progenet Cloud Services and Data Centre.

(b) Proposed and presented the internal audit plan for the ARMC's approval and ensured that appropriate actions were taken to carry out the audits based on the approved plan; and

(c) Reported to the ARMC the results of the internal audit reports and their findings, and the implementation of the management responses to the findings.

The ARMC had assessed the adequacy of the scope, functions, competency and resources of the Outsourced IA for the financial year under review, and the internal audit function performed by the Outsourced IA was satisfactory and adequate. Accordingly, the ARMC and the Board agreed to continuously outsource the internal audit function in providing an independent appraisal of the adequacy and effectiveness of the Group's internal control system.

An overview of the state of the internal controls function within the Group, which includes the risk and key internal control structures, is set out in the ARMC Report and the Statement on Risk Management and Internal Control of this Annual Report.

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

PART I – ENGAGEMENT WITH STAKEHOLDERS

11. CONTINUOUS COMMUNICATION BETWEEN COMPANY AND STAKEHOLDERS

11.1 Effective, Transparent and Regular Communication with its Stakeholders

The Board recognises the importance of prompt and timely dissemination of information to shareholders and investors, in order for these stakeholders to be able to make informed investment decisions. KAG's website incorporates an Investor Relations ("IR") section, which provides all relevant information on the Group and is accessible by the public. This section enhances the IR function by including share price information, all announcements made by the Company, annual reports, Board Charter and the corporate and governance structure of the Company.

The Company will continuously enhance the disclosures on its website for broader and more effective dissemination of information to its stakeholders from time to time. The announcement of the quarterly financial results is also made via Bursa LINK in a timely manner as required under the Listing Requirements, to ensure equal and fair access to information by the investing public.

CORPORATE GOVERNANCE ("CG") OVERVIEW STATEMENT

PRINCIPLE C: INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS (CONT'D)

PART I – ENGAGEMENT WITH STAKEHOLDERS (Cont'd)

11. CONTINUOUS COMMUNICATION BETWEEN COMPANY AND STAKEHOLDERS (Cont'd)

11.1 Effective, Transparent and Regular Communication with its Stakeholders (Cont'd)

To promote the dissemination of the financial results of the Company to investors, shareholders and the media, as well as to keep the investing public and other stakeholders updated on the progress and development of the Group's business, the Board may conduct open briefings from time to time to ensure constant interactions with existing and prospective investors. Stakeholders can at any time seek clarification or raise queries through the corporate website, by email or by phone. Primary contact details are set out on the Group's corporate website.

11.2 Integrated Reporting

The Company has provided concise information in relation to its strategy, performance, governance and prospects through the Management Discussion and Analysis and the Sustainability Statements in this Annual Report. This is to ensure that the stakeholders are well informed of the business and performance of the Company and to promote transparency and accountability of the Company.

PART II – CONDUCT OF GENERAL MEETINGS

12. STRENGTH OF RELATIONSHIP BETWEEN THE COMPANY AND SHAREHOLDERS

12.1 Encourage Shareholder Participation at General Meetings

The AGM represents the principal forum for dialogue and interaction with shareholders. At every AGM, the Board sets out the progress and performance of the Group since the last meeting held. Shareholders are encouraged to participate in the subsequent Question & Answer ("Q&A") session wherein the Directors, Company Secretary and/or HoD, as well as the Group's external auditors, are available to respond to the queries raised. In the event that an answer cannot be readily given at the meeting, the Chairman will undertake to provide a written reply to the shareholder. Each item of special business included in the notice of the meeting will be accompanied by a full explanation of the effects of a proposed resolution.

The Company dispatches its notice of AGM to the shareholders at least 28 days before the AGM. The Notice of AGM, which sets out the business to be transacted at the AGM, is also published in a major local newspaper. This would allow the shareholders to make necessary arrangements to attend and participate in person, by a corporate representative, by proxy or by attorney.

At the commencement of all general meetings, the Chairman will inform the shareholders of their right to poll voting. Separate resolutions are proposed for substantially separate issues at the meeting. The outcome of the AGM will be announced to Bursa Securities on the same meeting day.

12.2 Effective Communication and Proactive Engagements

All the Directors shall endeavor to present in person to engage directly with and be accountable to the shareholders for their stewardship of the Company at the AGM. The Chairman will also invite shareholders to raise questions pertaining to the Company's financial statements and other items for adoption at the meeting, before putting a resolution to a vote and/or during the Q&A session.

CORPORATE GOVERNANCE ("CG") OVERVIEW STATEMENT

PRINCIPLE C: INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS (CONT'D)

PART II – CONDUCT OF GENERAL MEETINGS (Cont'd)

12. STRENGTH OF RELATIONSHIP BETWEEN THE COMPANY AND SHAREHOLDERS (Cont'd)

12.2 Effective Communication and Proactive Engagements (Cont'd)

Together with the Directors, Management, and external auditors will be in attendance to respond to the shareholders' queries. The Board will also share with the shareholders the Company's responses to questions submitted in advance of the AGM by the Minority Shareholders Watch Group, if any.

In addition to the above, the Company will look into the allocation of time during the AGM for dialogue with the Shareholders, if necessary, to address the issues concerning the Group and to make arrangements for officers of the Company to present and handle other face-to-face enquiries from the shareholders.

In line with the recommendation of MCCG, the minutes of the AGM or any general meeting will be posted on the Company's website for public viewing within 30 business days after the AGM or general meeting.

12.3 Facilitate Greater Shareholder Participation at General Meetings

Under Rule 8.31A(1) of the Listing Requirements, a public listed company must, among others, ensure that any resolution set out in the notice of any general meeting is voted by poll. For this purpose, the share registrar will be appointed as the Poll Administrator, and an independent scrutineer will be appointed to validate the votes cast at the AGM.

The 22nd AGM of the Company, which was held on 29 August 2025, was conducted as a physical meeting and was attended by all the Directors of the Company.

COMPLIANCE STATEMENT

Other than as disclosed and/or explained in this Annual Report and the CG Report 2026, the Board is of the view that the Group has complied with and shall remain committed to attaining the highest possible standards through the continuous adoption of the principles and best practices set out in MCCG and all other applicable laws, where applicable and appropriate.

Moving forward, the Board will continue to enhance the corporate disclosure requirements in the best interest of the Company's shareholders and stakeholders. The areas to be prioritised by the Board will be principles that have yet to be adopted by the Company, as disclosed in the CG Report 2026.

AUDIT AND RISK MANAGEMENT COMMITTEE (“ARMC”) REPORT

COMPOSITION AND ATTENDANCE

The ARMC of Key Alliance Group Berhad (“KAG” or “the Company”) had, on 27 November 2017, broadened its scope and highlighted the importance placed on the risk management of the various elements of the Company’s business whilst also covering the areas of internal control, financial reporting and corporate governance.

During the financial year under review, the ARMC comprised 3 Independent Non-Executive Directors.

On 10 July 2026, Encik Ahmad Rasyad Bin Anwar was redesignated from an Independent Non-Executive Director to an Executive Director of the Company. Consequent to his redesignation, he resigned as a member of the ARMC with effect from the same date. As a result, the composition of the ARMC was reduced to 2 Independent Non-Executive Directors.

The Company is currently in the process of identifying a suitable candidate for appointment as an additional member of the ARMC to ensure compliance with Rule 15.09(1)(a) of the Listing Requirements.

The ARMC Chairman, Mr Lee Kien Fatt, is a member of the Malaysia Institute of Accountants (“MIA”). Accordingly, KAG also complies with Rule 15.09(1)(c)(i) of the Listing Requirements. No alternate director is appointed as a member of the ARMC.

The record of attendance of the members of the ARMC for meetings held during the financial year ended 31 March 2026 (“FY2026”) is disclosed in the Corporate Governance (“CG”) Overview Statement on page 59 of this Annual Report.

The Terms of Reference (“ToR”) of the ARMC is available for download on the Company’s website at www.kag.com.my.

SUMMARY OF ACTIVITIES

During the financial year under review, the ARMC discharged its functions and duties in accordance with its existing ToR. The activities undertaken during the financial year under review are summarised broadly as follows:

(a) External Audit

- Reviewed external audit scope and audit plans based on the external auditors’ presentation of audit strategy and plan;
- Reviewed external audit results, audit reports, management letter and the response from the Management;
- Reviewed and evaluated factors relating to the independence of the external auditors and worked closely with the external auditors in establishing procedures in assessing the suitability and independence of the external auditors, in confirming that they were, and had been, independent throughout the conduct of the audit engagement with the Group in accordance with the independence criteria set out by the International Federation of Accountants and the MIA;
- Considered and recommended to the Board for approval of the audit fees payable to the external auditors; and
- Carried out an assessment of the performance and suitability of Messrs Russell Bedford LC PLT (“RBLC”) based on the quality of services and relationship with Management, the ARMC has been satisfied with the independence, performance and suitability of RBLC based on the assessment and that the ARMC has recommended to the Board and shareholders for approval of the re-appointment of RBLC for the financial year ended 31 March 2026.

AUDIT AND RISK MANAGEMENT COMMITTEE (“ARMC”) REPORT

SUMMARY OF ACTIVITIES (Cont’d)

(b) Internal Audit

- Reviewed internal auditors (“IA”)’s resource requirements, scope, adequacy and function;
- Reviewed of the annual IA plan and programs;
- Reviewed IA reports, recommendations and Management’s responses. Improvement actions in the areas of internal control, systems and efficiency enhancements suggested by the IA were discussed together with the Management Team in a separate forum;
- Reviewed implementation of these recommendations through follow-up audit reports;
- Suggested additional improvement opportunities in the areas of internal control, systems and efficiency improvement;
- Reviewed the risk management framework and any significant proposed changes to risk management policies and strategies for adoption by the Board;
- Reviewed and monitored principal risks which may affect the Group directly or indirectly, and if deemed necessary, recommended additional course(s) of action to mitigate such risks;
- Monitored the risk assessment results and communication to the Board with mitigating measures for consideration; and
- Assessed the actual and potential impact of any failure or weakness of the internal controls in place.

(c) Financial Reporting

- Reviewed the quarterly unaudited financial results before recommending for the Board’s approval, focusing particularly on:
  - o any change in accounting policies and practices;
  - o significant adjustments arising from the audit;
  - o the going concern assumption; and
  - o compliance with applicable financial reporting standards and other legal requirements.
- Reviewed the annual report and the annual audited financial statements of the Company prior to submission to the Directors for their perusal and approval to ensure compliance of the financial statements with the provisions of the Companies Act 2016 and the applicable approved accounting standards as per the Malaysian Accounting Standards Board (“MASB”); and
- Reviewed the Group’s compliance with the Listing Requirements, MASB and other relevant legal and regulatory requirements and deliberation on the emerging financial reporting issues pursuant to the introduction of new accounting standards and additional statutory/regulatory disclosure requirements with regard to the quarterly financial statements and annual audited financial statements of the Company.

AUDIT AND RISK MANAGEMENT COMMITTEE ("ARMC") REPORT

SUMMARY OF ACTIVITIES (Cont'd)

(d) Risk Management and Internal Control

- Reviewed the effectiveness of the internal control system and risk management framework adopted within the Group and was satisfied that the methodology employed allows identification, analysis, assessment, monitoring and communication of risks in a regular and timely manner that will allow the Group to mitigate losses and maximise opportunities;

- Assessed the systems, processes, policy and procedures to ensure compliance with all laws, rules and regulations, directives and guidelines established by the relevant regulatory bodies;

- Reviewed the system of internal control to ensure that they are in place, effectively administered and regularly monitored;

- Recommended to the Board steps to improve the system of internal control derived from the findings of the internal and external auditors and from the consultations of the ARMC itself;

- Reviewed the updates on the risk profile and summary of risk presented by the Management; and

- Highlighted to the Board any significant new risks which had come to its attention from the IA or Risk Management reports, which are of sufficient importance to warrant the attention of the Board.

(e) Related Party Transactions/Conflict of Interest Situations

- Reviewed the RRPTs and conflicts of interest situations on a quarterly and annual basis to ensure that such transactions were undertaken on an arm's length basis, on terms not more favourable to the related parties than those generally available to the public, not to the detriment of the minority shareholders of the Company and in the best interest of the Company and the Group and where appropriate, recommended to the Board for approval.

(f) Other activities:

- Reviewed and recommended any modifications and/or amendments to the ToR of the ARMC and other policies;

- Reviewed application of CG principles and the extent of the Group's compliance with the best practices set out under the Malaysian Code on Corporate Governance ("MCCG");

- Reviewed the Management Discussion & Analysis, CG Overview Statement, CG Report, ARMC Report and the Statement on Risk Management and Internal Control for adoption by the Board;

- Reviewed and recommended the following proposals for the Board's consideration and approval:

  i) Capitalisation of the amount owing by the respective subsidiaries of the Company from "Amounts Due from Subsidiaries" to "Capital Contributions in Subsidiaries"; and

  ii) Valuation reports prepared by Azmi & Co (Shah Alam) Sdn. Bhd. and Spring Galaxy (Asia) Pte Ltd for the use of the management and external auditors in connection with the audited financial statement for the financial year ended 31 March 2025.

AUDIT AND RISK MANAGEMENT COMMITTEE (“ARMC”) REPORT

INTERNAL AUDIT FUNCTION

The purpose of the internal audit function is to provide the Board, through the ARMC, with reasonable assurance of the effectiveness of the risk management, control and governance processes in the Group. To provide an independent appraisal of the system of internal control of the Group to the ARMC, the Company outsources the internal audit function to an independent assurance provider (“IA”). In this respect, the IA has added value by improving the control processes within the Group. The total costs incurred amounted to RM22,000 for FY2026.

The internal audit activities were carried out based on a risk-based audit plan presented by the internal auditors to the ARMC for approval. The establishment of the audit plan took into consideration the corporate risk profile and input from Senior Management and the ARMC. The internal auditors highlighted to the ARMC the audit findings which required follow-up action by Management, as well as outstanding audit issues which required corrective actions to ensure an adequate and effective internal control system within the Group.

An overview of the Group’s approach to maintaining a sound system of internal control is set out in the Statement on Risk Management and Internal Control on pages 85 to 88 of this Annual Report.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

INTRODUCTION

Pursuant to Rule 15.26(b) of the ACE Market Listing Requirements of Bursa Securities Berhad and guided by the "Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Companies" issued by the Institute of Internal Auditors Malaysia on 26 August 2025 and with the Malaysian Code of Corporate Governance issued by Securities Commission Malaysia, the Board of Directors ("the Board") of Key Alliance Group Berhad ("KAG" or "the Company") is pleased to present this Statement on Risk Management and Internal Control ("Statement") which outlines the governance policies, key elements, nature and scope of risk management and internal control of the Company and its subsidiaries ("the Group") during financial year ended 31 March 2026 ("FY2026").

BOARD'S RESPONSIBILITY

The Board acknowledges its overall responsibilities in maintaining a sound system of internal controls that covers financial, operational and risk management within the Group to meet its business objectives. The Board affirms its overall responsibility for reviewing the adequacy, integrity and effectiveness of the risk management and internal control systems to safeguard shareholders' investment and the Group's assets. It covers not only financial controls but also operational and compliance controls and risk management.

However, such systems, by their nature, can only provide reasonable, but not absolute, assurance against hindering the Group from achieving its business objectives, material misstatement, loss and fraud. These systems are designed to manage, rather than eliminate, the risk of failure to achieve the business objectives of the Group.

The Board is of the view that the risk management and internal control system is in place for the year under review and is sound and adequate to safeguard shareholders' investment and the Group's assets. Notwithstanding, the Company's internal control system does not apply to its associate companies, which fall within the control of their majority shareholders.

RISK MANAGEMENT

The Board recognises the importance of identifying, evaluating and managing the significant risks that could potentially impact the Group. The Board is aware that risk management practices need to be embedded into the organisation's business processes. Hence, risk registers and risk profiles are used as one of the business tools to highlight the risk exposures and their risk mitigation to Management and the Board. The risk register and risk profiles for all business units of the Group are updated as and when there are changes to the business environment or regulatory guidelines. This process is regularly reviewed by the Audit and Risk Management Committee ("ARMC") and reported to the Board.

During the financial year under review, the underlying principal risks of the Company are market competition risk, security risk, dependence on key management personnel risk, operational and business risks, foreign exchange risks, and regulatory and political risk.

The Board also recognises that Environmental, Social and Governance ("ESG") and other sustainability risks are integral to the Group's overall risk management and internal control framework, rather than stand-alone issues. These risks, including climate-related risks, social impacts and governance matters, are incorporated into the Group's existing risk identification, assessment and monitoring processes and are mapped to strategic objectives and operational plans.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

RISK MANAGEMENT (Cont'd)

The key elements of the Group's risk management practices are described below:

1. The Group maintains a sound system of risk management by ensuring that the risk management and control framework is embedded into the culture, processes and structure of the Group and to the achievement of its business objectives.

2. The Group has established an organisational structure with clearly defined limits of authority, lines of responsibility and accountability that align with the Group's business objectives.

3. The Heads of Department and Key Management staff are responsible for identifying, assessing and managing the risks faced by the respective departments. The results of risk assessment activities are shared across the business unit for appropriate actions to be taken.

4. Periodic operational/management meetings are held to ensure that the risks identified are monitored and appropriately addressed to the Executive Directors, and they shall highlight those significant risks identified to the ARMC and the Board.

5. The Board is assisted by the ARMC in overseeing the effectiveness of the Group's policies and guidelines to ensure proper management of risks to which the Group is exposed and to take appropriate and timely action to manage the risks.

6. The Board, through the ARMC, maintains risk oversight for the Group by carrying out the following:

    i. On-going review with the Key Management personnel within the Group on the development and maintenance of risk management practices and internal control systems.

    ii. Review the results of the internal audit plan and processes undertaken at least once a year, and whether or not appropriate action is taken on the recommendations made by the internal auditors.

    iii. Review with external auditors the results of their audit, the audit report and internal control recommendations with respect to internal control weaknesses noted in the course of their audit on a yearly basis.

The risk management practices outlined above define Management's responsibilities via a risk accountability structure and reporting structure, and set the Group's risk appetite and risk tolerance. The Group will continue to observe a medium risk appetite to pursue its objectives and to take adequate measures to strengthen the control environment in which the Group operates.

INTERNAL CONTROL PROCESSES

The Group's internal control mechanism covers not only day-to-day operations but also the governance of the Group at the highest level through the Board and various Board Committees. While the Board and its Board Committees are governed by their respective Terms of Reference ("ToR") established and reviewed on an annual basis, Management's conduct is monitored and reviewed through operational performance reviews on a quarterly basis, the risk position is reviewed periodically, and an independent internal audit is conducted by an independent professional firm. The internal control processes are reviewed and updated from time to time to ensure that they are relevant and effective when responding to changes in circumstances and the external environment, and also for further improvement by adopting the best practices, where practical.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

INTERNAL CONTROL PROCESSES (Cont'd)

Apart from risk management and the internal audit function, the Board, through the ARMC, has also put in place the following key elements as part of the Group's system of internal control:

- The Executive Directors meet monthly with senior management to discuss and review the financial and business performance of all operating entities, management accounts, new business initiatives, and other management and corporate issues of the Group.
- There are policy and authority limits implemented on the Executive Directors and Senior Management within the Group with respect to the day-to-day operations and financing, investments, acquisitions and disposal of assets.
- The Group has in place a Whistleblowing Policy to provide an avenue for employees to report any breach or suspected breach of any law or regulation, including business principles and the Group's policies and guidelines, in a safe and confidential environment.
- The ARMC, comprising exclusively of Independent Non-Executive Directors, is not restricted in any way in the conduct of its duties and has unrestricted access to the internal and external auditors of the Company and to all employees of the Group. The ARMC and the Board are also entitled to seek such other third party independent professional advice deemed necessary to the discharge of their responsibilities.
- An integrated Board Charter and Code of Conduct are in place and available on the Company's website to set the pace for upholding integrity and ethical values within the Group.

INTERNAL AUDIT

During the financial year under review, the Group has outsourced its internal audit function to Vaersa Advisory Sdn Bhd, a professional service firm ("Outsourced IA").

The Outsourced IA is headed by its associate director, Ms Tiffany Lim, who holds a Bachelor's in Accounting Degree, is a member of the Malaysian Institute of Accountants and an associate member of the Institute of Internal Auditors Malaysia. The Outsourced IA has assigned 2 staff to provide internal audit services during the financial period. The work of the outsourced IA is guided by, in all material respects, the International Professional Practices Framework (IPPF) issued by the Institute of Internal Auditors.

The internal audit reviews were conducted using a risk-based approach and were guided by, in all material respects, the International Professional Practice Framework issued by the Institute of Internal Auditors. The internal audit reviews involved assessing key risk areas, a walkthrough or high-level reviews of the major operations, discussions held with management and key staff, as well as tests of transactions on a sample basis.

The internal audit function independently assesses the operations of the Group's system of internal control and provides reasonable assurance that the Group's system of internal control is satisfactory and operating effectively. The internal audit function prepares a risk-based internal audit strategy based on the risk profiles of individual business units of the Group and presents it to the ARMC for review and approval.

The comprehensive report on the approaches of internal audit reviews, findings and recommendation action plans is tabled for the ARMC's review and endorsement. The results of their review, presented in the Internal Audit Report, which includes a summary of internal audit findings and management's responses, were discussed with Management and subsequently presented to the ARMC.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

INTERNAL AUDIT (Cont'd)

During the financial year under review, the Outsourced IA has conducted audits based on an approved internal audit plan. The area of IA covered the following:

- Human Resources Department of KAG;
- Finance Department review of KAG; and
- Progenet Cloud Services and Data Centre.

Based on the internal audit review conducted, none of the weaknesses noted has resulted in any material losses, contingencies or uncertainty that would require separate disclosure in this Annual Report.

The ARMC assessed the adequacy of the scope, functions, competency and resources of the Outsourced IA for the financial year under review, and the internal audit function performed by the Outsourced IA was satisfactory and adequate. Accordingly, the ARMC and the Board agreed to continuously outsource the internal audit function in providing an independent appraisal of the adequacy and effectiveness of the Group's internal control system.

REVIEW OF STATEMENT BY EXTERNAL AUDITORS

As required by Paragraph 15.23 of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad, the External Auditors have reviewed this Statement on Risk Management and Internal Control. Their limited assurance review was performed in accordance with the Audit and Assurance Practice Guide ("AAPG") 3 issued by the Malaysian Institute of Accountants. The AAPG 3 does not require the External Auditors to form an opinion on the adequacy and effectiveness of the risk management and internal control systems of the Group.

CONCLUSION

The Board has received reasonable assurance from the Executive Directors and Senior Management that the Group's risk management and internal control systems, in all material aspects, are operating adequately and effectively. The Board is of the opinion that there were no significant weaknesses identified during the financial year under review in the system of risk management and internal control, contingencies or uncertainties that could result in material loss and adversely affect the Group, save and except for the specific shortcomings in operational related issues as highlighted by the internal audit conducted. These gaps will be gradually closed through on-going corrective measures.

Nevertheless, the Board recognises that the systems must continuously improve to meet the changing business environment. The Board and Management will continue to take necessary measures to strengthen and improve its internal control environment and processes.

ADDITIONAL COMPLIANCE INFORMATION

1. **Utilisation of Proceeds Raised**

Save for those disclosed below, there were no other proceeds raised from corporate proposals during the financial year ended 31 March 2026 ("FY2026").

Right Issue with Warrants

On 20 November 2020, the Rights Issue with Warrants was completed with the listing of Rights Shares and Warrants on the ACE Market of Bursa Malaysia Securities Berhad. As at 31 March 2026, the status of the utilisation of the proceeds raised is as follows:

Purpose	Proposed Utilisation RM'000	Variation RM'000	Revised Utilisation of Proceeds RM'000	Actual Utilisation RM'000	Unutilised RM'000
Business expansion - *Purchase of Covid-19 RT PCR Test Kit, and other in vitro diagnostic devices and/or medical equipment /devices*	28,995	1,388	30,383	(30,383)	-
- *Staff related costs*	1,000	-	1,000	(803)	197
- *Marketing & Advertising costs*	5,000	(2,400)	2,600	(436)	2,164
Repayment of bank borrowings	9,600	-	-	(9,600)	-
Working capital	3,810	1,012	4,822	(4,822)	-
Estimated expenses for the Corporate Exercises	700	-	700	(700)	-

10% Private Placement

On 23 December 2021, the 10% Private Placement was completed with the listing of 510,861,906 placement shares on the ACE Market of Bursa Malaysia Securities Berhad. As at 31 March 2026, the status of the utilisation of the proceeds raised is as follows:

Purpose	Proposed Utilisation RM'000	Actual Utilisation RM'000	Utilisation RM'000
Development of an electronic-commerce marketplace/platform for medical equipment, devices and related products	6,787	(5,178)	1,609
Estimated expenses for the Corporate Exercises	110	(92)	18

ADDITIONAL COMPLIANCE INFORMATION

1. **Utilisation of Proceeds Raised (Cont'd)**

20% Private Placement

On 13 April 2022, the 20% Private Placement was completed with the listing of 613,000,000 placement shares on the ACE Market of Bursa Malaysia Securities Berhad. As at 31 March 2026, the status of the utilisation of the proceeds raised is as follows:

Purpose	**Proposed Utilisation RM'000**	**Actual Utilisation RM'000**	**Utilisation RM'000**
Data centre maintenance and upgrade	2,070	(2,070)	-
Software development/expansion for agricultural cloud-based business	1,274	(839)	435
Working capital	1,589	(1,402)	187
Estimated expenses in relation to the proposals	400	(400)	-

2. **Material Contracts**

There were no material contracts, including contracts relating to any loans entered into by the Company and its subsidiaries ("Group") involving Directors' or substantial shareholders' interest, either still subsisting at the end of FY2026 or entered into since the end of the previous financial year ended 31 March 2025.

3. **Options, Warrants or Convertible Securities**

The Company did not issue any options, warrants or convertible securities during the financial year under review.

4. **Audit and Non-Audit Fees**

During FY2026, audit and non-audit fees incurred for services rendered to the Company and/or its subsidiaries by the Company's external auditors, Messrs. Russell Bedford LC PLT, were as follows:

	The Company RM	**The Group RM**
Audit Services Rendered	74,000	218,500
Non-Audit Services Rendered		
(a) Review of Statement of Risk Management and Internal Control	6,000	6,000

ADDITIONAL COMPLIANCE INFORMATION

5. Recurrent Related Party Transactions of Revenue Nature

Save for such disclosure made in note 29 of the audited consolidated financial statements on pages 151 to 153 of this Annual Report, there were no other material recurrent related party transactions entered by the Group during the financial year under review.

6. Disclosure of Financial Data for Shariah Screening

Pursuant to Rule 9.25A of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad, below are the financial data that are relevant for the purpose of Shariah screening by the Shariah Advisory Council of the Securities Commission Malaysia:

(a) Group Total Income and Total Assets

	Group	
	2026 (RM)	**2025 (RM)**
Revenue	5,706,009	9,921,472
Other income	2,393,503	2,144,792
Finance income	56,039	62,875
Share of result of associates	2,064,822	-
Total Income	**10,220,373**	**12,129,139**
Total Assets	**86,696,564**	**110,344,216**

(b) Component of Financial Position

i) Cash Component

	Group	
Conventional Account/Instruments	**2026 (RM)**	**2025 (RM)**
Cash at bank (exclude cash in hand)	1,062,141	1,695,283
Financial assets/instruments*	13,494,564	20,229,946
Total	**14,556,705**	**21,925,229**

ii) Debt Component

	Group	
Conventional Borrowing	**2026 (RM)**	**2025 (RM)**
Bank overdrafts	1,994,059	1,992,669
Total	**1,994,059**	**1,992,669**

STATEMENT ON DIRECTORS' RESPONSIBILITIES

The Directors are required under the Companies Act 2016 to prepare the financial statements for each financial year. These financial statements are to be drawn up in accordance with applicable approved accounting standards other than private entities as issued by Malaysian Accounting Standards Board so as to give a true and fair view of the state of affairs of the Group and of the Company as at the end of the financial year and of their financial performance and cash flows for the year then ended.

In preparing these financial statements, the Directors have considered that:

- The Group and the Company have used appropriate accounting policies, and are consistently applied;
- Reasonable and prudent judgments and estimates were made;
- The applicable approved accounting standards in Malaysia have been applied; and
- The preparation of the financial statements is on a going concern basis.

The Directors are responsible for ensuring that the Company maintains proper accounting records which disclose with reasonable accuracy the financial position of the Group and of the Company, and which enable them to ensure that the financial statements comply with the Companies Act 2016.

The Directors have general responsibility for taking steps that are reasonably available to them to safeguard the assets of the Group and the Company, and to prevent and detect fraud and other irregularities.

The Directors are satisfied that in preparing the financial statements of the Group for the financial year ended 31 March 2026, the Group has used the appropriate accounting policies and applied them consistently, supported by reasonable and prudent judgments and estimates. The Directors also consider that all applicable approved accounting standards have been complied with and further confirm that the financial statements have been prepared on a going concern basis.

FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2026

DIRECTORS' REPORT

The directors submit their report and the audited financial statements of the Group and of the Company for the financial year ended 31 March 2026.

Principal activities

The principal activity of the Company is that of investment and property holding.

The principal activities of the subsidiaries include:

(i) provision of cloud, data centre and co-location services and other IT support services;
(ii) trading and rental of office equipment, trading of kitchen appliances and other related services; and
(iii) investment and property holding and other businesses.

Other information relating to the respective subsidiaries are disclosed in Note 16 to the financial statements.

Financial results

	Group RM	Company RM
Net loss for the financial year	(18,178,173)	(17,678,508)
Attributable to:		
Owners of the Company	(17,838,993)	(17,678,508)
Non controlling interests	(339,180)	-
	(18,178,173)	(17,678,508)

In the opinion of the directors, the results of the operations of the Group and of the Company during the financial year have not been substantially affected by any item, transaction or event of a material and unusual nature.

Dividend

No dividend has been paid or declared by the Company since the end of the previous financial year. The directors also do not recommend any dividend payment in respect of the current financial year.

Reserves and provisions

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

Issue of shares and debentures

On 7 April 2025, the Company completed the share capital reduction by reducing the issued and paid up share capital from RM193,399,478 to RM97,399,478 by way of offsetting against accumulated losses of RM96,000,000.

The movements in the Company's share capital account are disclosed in Note 24 to the financial statements.

The Company has not issued any shares or debentures during the financial year.

DIRECTORS' REPORT

Share options

No options have been granted by the Company to any parties during the financial year to take up unissued shares of the Company.

No shares have been issued during the financial year by virtue of the exercise of any option to take up unissued shares of the Company. As at the end of the financial year, there were no unissued shares of the Company under options.

Directors

The directors of the Company in office since the end of the previous financial year to the date of this report are:

Roy Ho Yew Kee	
Lee Kien Fatt	
Dr Azizah Binti Sulaiman	
Sandraruben A/L Neelamagham	Resigned on 7 July 2026
Dato' Seri Farhash Wafa Salvador, J.P	
Ahmad Rasyad Bin Anwar	Appointed on 17 October 2025

The directors of the Company's subsidiaries in office since the end of the previous financial year to the date of this report, not including those directors listed above are:

Vishnu Nair A/L Jeyarajan
Hon Chao Sheung
Ong Gim Hai

Directors' interests in shares

The shareholdings in the Company and its related companies of those who were directors at the end of the financial year, as recorded in the Register of Directors' Shareholdings kept under Section 59 of the Companies Act 2016, are as follows:

	Number of ordinary shares			
	Balance as at 1.4.2025	**Bought**	**Sold**	**Balance as at 31.3.2026**
In the Company				
Shareholdings registered in the name of directors:				
Roy Ho Yew Kee	7,563,332	-	-	7,563,332
Sandraruben A/L Neelamagham	333,333	-	-	333,333

None of the other directors in office at the end of the financial year had any interest in shares of the Company and its related companies during the financial year.

Directors' benefits

Since the end of the previous financial year, no director has received or become entitled to receive any benefit (other than a benefit included in the aggregate amount of remuneration received or due and receivable by the directors shown in the financial statements or the fixed salary of a full-time employee of the Company) by reason of a contract made by the Company or a related corporation with the director or with a firm of which the director is a member, or with a company in which the director has a substantial financial interest.

DIRECTORS' REPORT

Directors' benefits (Cont'd)

The details of the remuneration paid to or receivable by the directors of the Company for the financial year are as follows:

	Group RM	Company RM
Directors' remuneration		
- fees	402,000	402,000
- other than fees	183,393	-
	585,393	402,000

There were no arrangements during or at the end of the financial year, which had the object of enabling directors to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate.

Indemnity and insurance

The total amount of indemnity insurance effected for directors of the Company for the financial year amounted to RM5,000,000 (any one claim and in annual aggregate). There was no indemnity given to or insurance effected for any officers and auditors of the Company during the financial year.

Other statutory information

Before the financial statements of the Group and the Company were prepared, the directors took reasonable steps:

(a) to ascertain that action had been taken in relation to the writing off of bad debts and the making of provision for doubtful debts and had satisfied themselves that all known bad debts had been written off and that adequate provision had been made for doubtful debts; and

(b) to ensure that any current assets which were unlikely to realise their book values in the ordinary course of business had been written down to their expected realisable values.

At the date of this report, the directors are not aware of any circumstances:

(a) which would render the amount written off for bad debts or the amount of the provision for doubtful debts in the financial statements of the Group and the Company inadequate to any substantial extent;

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

(c) which have arisen which render adherence to the existing method of valuation of assets or liabilities of the Group and the Company misleading or inappropriate.

In the interval between the end of the financial year and the date of this report:

(a) no item, transaction or event of a material and unusual nature has arisen which, in the opinion of the directors, would substantially affect the results of the operations of the Group and the Company for the financial year in which this report is made; and

(b) no charge has arisen on the assets of the Group and the Company which secures the liability of any other person nor have any contingent liabilities arisen in the Group and the Company.

DIRECTORS' REPORT

Other statutory information (Cont'd)

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

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

Auditors

The auditors, Messrs Russell Bedford LC PLT, have indicated their willingness to continue in office.

The auditors' remuneration paid to or receivable by the statutory auditors of the Group and the Company for the financial year is RM232,500 and RM104,000 respectively.

Signed on behalf of the Board
in accordance with a resolution of the directors,

AHMAD RASYAD BIN ANWAR

ROY HO YEW KEE

Kuala Lumpur

Dated: 27 July 2026

STATEMENT BY DIRECTORS

The directors of KEY ALLIANCE GROUP BERHAD state that, in the opinion of the directors, the accompanying financial statements are drawn up in accordance with the provisions of the Companies Act 2016 and the Malaysian Financial Reporting Standards, so as to give a true and fair view of the financial position of the Group and of the Company as at 31 March 2026, and of their financial performance and their cash flows for the year ended on that date.

Signed on behalf of the Board
in accordance with a resolution of the directors,

AHMAD RASYAD BIN ANWAR

ROY HO YEW KEE

Kuala Lumpur

Dated: 27 July 2026

STATUTORY DECLARATION

I, ROY HO YEW KEE, being the director primarily responsible for the financial management of KEY ALLIANCE GROUP BERHAD, do solemnly and sincerely declare that to the best of my knowledge and belief, the accompanying financial statements are correct, and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act 1960.

Subscribed and solemnly declared by the)
above named ROY HO YEW KEE at Kuala)
Lumpur in Wilayah Persekutuan)
on 27 July 2026)

ROY HO YEW KEE

Before me,

COMMISSIONER FOR OATHS
LEE CHIN HOCK
BC/L/1681

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF KEY ALLIANCE GROUP BERHAD

1. **Report on the audit of the financial statements**

1.1 **Qualified opinion**

We have audited the accompanying financial statements which comprise the statements of financial position of the Group and of the Company as at 31 March 2026, and the related statements of comprehensive income, changes in equity and cash flows for the year then ended, and notes to the financial statements, including the material accounting policy information.

In our opinion, except for the effects of the matters as described in paragraph 1.2 below, the financial statements give a true and fair view of the financial position of the Group and of the Company as at 31 March 2026, and of their financial performance and their cash flows for the year then ended in accordance with the Companies Act 2016 (the "Act") and the Malaysian Financial Reporting Standards.

1.2 **Basis for qualified opinion**

Included in the consolidated income statement is the Group's share in the profit after taxation of an associate, Modern Falcon Sdn Bhd ("MFSB"), of RM1,640,636. As we are not provided with the access to the management, accounting records and auditors of this component, which we do not act as the auditors, we were not able to carry out the necessary procedures to obtain sufficient appropriate evidence required under ISA 600 (Revised) Special Considerations - Audits of Group Financial Statements (Including the Work of Component Auditors) to satisfy ourselves as to the fairness of the amount recognised and its consequential impact on the carrying amount of the Group's investment in associates.

We conducted our audit in accordance with the Approved Standards on Auditing in Malaysia and the International Standards on Auditing. Our responsibilities under those standards are further described in paragraph 1.6.

We are independent of the Group in accordance with the By-Laws (On Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants ("MIA By-Laws") and the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) ("IESBA Code"), and we have fulfilled our other ethical responsibilities in accordance with the MIA By-Laws and the IESBA Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified opinion.

1.3 **Key audit matters**

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the Group and of the Company for the current year. These matters were addressed in the context of our audit of the financial statements of the Group and of the Company as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. In addition to the matter described in paragraph 1.2, we have determined the matters described below to be the key audit matters to be communicated in our report.

1.3.1 **Impairment review of plant and equipment and right of use assets of data centre and cloud services segment**

A subsidiary of the Group in the data centre and cloud services segment, Progenet Innovations Sdn Bhd, had been persistently making losses. This is an indication that an impairment might have occurred on the plant and equipment and right of use assets of the subsidiary as at 31 March 2026.

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF KEY ALLIANCE GROUP BERHAD

1.3.1 **Impairment review of plant and equipment and right of use assets of data centre and cloud services segment (Cont'd)**

The carrying amount (before impairment) of the plant and equipment and right of use assets are RM27,908,551 and RM1,415,983 respectively as at 31 March 2026. Management has performed an impairment review and no impairment is required as the recoverable amounts of these assets are higher than their carrying amounts.

We focused on this area as significant judgements are involved in determining the recoverable amount by using the chosen valuation techniques and due to the application of assumptions by the professional valuers.

How the matter was addressed in the audit

Our audit procedures included, amongst others:

- performed site visit to verify the existence and conditions of the plant and equipment and right of use assets;
- considered the professional competencies, capabilities, objectivity and independence of the professional valuers engaged by the Group;
- discussed with the independent professional valuers to obtain an understanding of the valuation techniques, key assumptions and input data used; and
- assessed the appropriateness of the valuation techniques and the key assumptions used based on our industry knowledge.

We found the valuation techniques used to be appropriate and assumptions applied were supported by available evidence.

Additional information on the impairment review is disclosed in Note 12.1 to the financial statements.

1.3.2 **Impairment of development costs in progress**

As at 31 March 2026, the Group has a development costs in progress of RM6,237,600 (before impairment) as disclosed in Note 15 to the financial statements, relating to the telemedicine portal. During the current reporting period, the following facts and circumstances came to our attention, which we assessed as indicators that the carrying amount of the development costs in progress may be impaired:

- The engaged developer was unable to deliver within the development timeline;
- The development project had not progressed in accordance with the original plan since our previous audit, and had not been launched as at the reporting date; and
- The target launch date has been deferred, pending completion of development.

Having considered these indicators, management performed an impairment assessment and concluded the recoverable amount of the development costs in progress to be RM Nil and recognised a full impairment loss of RM6,237,600 in the current reporting period.

The determination of the recoverable amount required significant judgement, particularly in assessing whether the development could be completed and whether any future economic benefits can still be reliably identified and measured, given the development has stalled.

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF KEY ALLIANCE GROUP BERHAD

1.3.2 **Impairment of development costs in progress (Cont'd)**

How the matter was addressed in the audit

Our audit procedures included, amongst others:

- obtained explanations from management on the delay in development and challenged the revised timeline for completion and launch;
- reviewed available supporting documents to assess the status of the development and the difficulties to complete the development;
- evaluated whether management continues to meet the relevant recognition criterion under MFRS138 Intangible Assets, including the technical feasibility of completing the development, management's intention and ability to complete the development and use or sell the asset, the expected future economic benefits and the availability of adequate financial and other resources; and
- evaluated availability of fundings and management's ability to secure fundings required to complete the development.

We are satisfied with the results of our procedures performed.

1.3.3 **Key audit matters relating to the financial statements of the Company**

We have determined that there are no key audit matters to report in respect to our audit of the financial statements of the Company.

1.4 **Other information**

Management is responsible for the other information. The other information comprises the information included in the Company's directors' report and annual report, but does not include the financial statements and our auditors' report thereon. The annual report is expected to be made available to us after the date of this auditors' report.

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

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is material misstatement of this other information, we are required to report the fact. As described in paragraph 1.2, we were unable to obtain sufficient appropriate audit evidence about the fairness of the amount recognised for the Group's share in profit after taxation of MFSB and its consequential impact on the carrying amount of the Group's investment in associates. Accordingly, we are unable to conclude whether or not the other information is materially misstated with respect to this matter.

1.5 **Responsibilities of management and those charged with governance for the financial statements**

The directors are responsible for the preparation of financial statements that give a true and fair view in accordance with the Act and the Malaysian Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company and/or its subsidiaries or to cease operations, or has no realistic alternative but to do so.

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF KEY ALLIANCE GROUP BERHAD

1.5 **Responsibilities of management and those charged with governance for the financial statements (Cont'd)**

Those charged with governance are responsible for overseeing the Group's financial reporting process.

1.6 **Auditors' responsibilities for the audit of the financial statements**

It is our responsibility to form an independent opinion, based on our audit, on these financial statements and to report our opinion solely to you, as a body, in accordance with Section 266 of the Act, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the content of this report.

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

As part of our audit in accordance with the Approved Standards on Auditing in Malaysia and the International Standards on Auditing, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

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

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

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

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

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

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the Group's financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF KEY ALLIANCE GROUP BERHAD

1.6 **Auditors' responsibilities for the audit of the financial statements (Cont'd)**

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

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

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

2. **Engagement partner**

The engagement partner on the audit resulting in this independent auditors' report is Lew Chui Hoong.

RUSSELL BEDFORD LC PLT
LLP0030621-LCA & AF 1237
CHARTERED ACCOUNTANTS

LEW CHUI HOONG
03481/01/2028 J
CHARTERED ACCOUNTANT

Kuala Lumpur

Date: 27 July 2026

STATEMENTS OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 MARCH 2026

	Note	Group 2026 RM	Group 2025 RM	Company 2026 RM	Company 2025 RM
Continuing operations					
Revenue	4	5,706,009	9,921,472	1,760,000	252,000
Cost of sales	5	(7,827,242)	(10,969,637)	-	-
Gross (loss)/profit		(2,121,233)	(1,048,165)	1,760,000	252,000
Other operating income		2,393,503	2,144,792	1,452,534	750,085
Administrative expenses		(11,974,429)	(7,944,554)	(2,928,274)	(3,697,127)
Other operating expenses		(8,471,537)	(7,025,364)	(7,257,186)	(6,302,808)
Net allowance for expected credit losses		99,794	147,033	(11,274,300)	(9,558,204)
Loss from operations	6	(20,073,902)	(13,726,258)	(18,247,226)	(18,556,054)
Finance income	7	56,039	62,875	568,718	534,054
Finance costs	8	(190,676)	(487,589)	-	(209,186)
Net finance (costs)/income		(134,637)	(424,714)	568,718	324,868
Share in profit/(loss) of associates		2,064,822	(205,054)	-	-
Loss before tax		(18,143,717)	(14,356,026)	(17,678,508)	(18,231,186)
Income tax expense	9	(34,456)	(100,056)	-	-
Loss from continuing operations, net of tax		(18,178,173)	(14,456,082)	(17,678,508)	(18,231,186)
Discontinued operations	10				
Loss from discontinued operations, net of tax		-	(859,009)	-	-
Net loss/Total comprehensive loss for the year		(18,178,173)	(15,315,091)	(17,678,508)	(18,231,186)

	Note	Group 2026 RM	Group 2025 RM
Net loss/Total comprehensive loss attributable to:			
Owners of the Company		(17,838,993)	(14,457,309)
Non controlling interests		(339,180)	(857,782)
		(18,178,173)	(15,315,091)
Basic/Diluted loss per share (sen)	11	(14.55)	(11.79)

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

STATEMENTS OF FINANCIAL POSITION
AS AT 31 MARCH 2026

	Note	Group 2026 RM	Group 2025 RM	Company 2026 RM	Company 2025 RM
Non current assets					
Plant and equipment	12	27,828,203	31,574,217	25,756	38,120
Right of use assets	13	1,415,983	1,777,519	-	-
Investment properties	14	20,900,000	25,954,550	15,500,000	15,754,550
Intangible assets	15	-	7,000,000	-	-
Investment in subsidiaries	16	-	-	1	102,023
Investment in associates	17	12,216,733	11,151,911	11,071,498	11,071,498
Other financial assets	18	13,494,564	20,229,946	12,944,564	20,229,946
Goodwill	19	-	-	-	-
Other receivables, deposits and prepayments	22	-	17,515	2,934,945	12,177,290
		75,855,483	97,705,658	42,476,764	59,373,427
Current assets					
Trade receivables	21	4,829,646	5,651,049	-	-
Other receivables, deposits and prepayments	22	1,834,915	2,220,821	27,197,743	32,060,949
Tax recoverable		187,500	188,884	26,232	45,607
Fixed deposits with licensed banks	23	2,925,175	2,878,927	2,883,379	2,826,875
Cash and bank balances		1,063,845	1,697,877	149,580	462,888
		10,841,081	12,637,558	30,256,934	35,396,319
Total assets		86,696,564	110,343,216	72,733,698	94,769,746

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

STATEMENTS OF FINANCIAL POSITION
AS AT 31 MARCH 2026

	Note	Group 2026 RM	Group 2025 RM	Company 2026 RM	Company 2025 RM
Equity					
Share capital	24	97,399,478	193,399,478	97,399,478	193,399,478
Accumulated losses		(27,202,326)	(105,363,333)	(30,811,003)	(109,132,495)
Equity attributable to owners of the Company		70,197,152	88,036,145	66,588,475	84,266,983
Non controlling interests		(5,573,299)	(5,234,119)	-	-
Total equity		64,623,853	82,802,026	66,588,475	84,266,983
Non current liabilities					
Lease liabilities	25	1,186,866	1,533,071	-	-
Contract liabilities	4	38,880	207,408	-	-
Deferred tax liabilities	20	576,793	596,793	496,793	496,793
		1,802,539	2,337,272	496,793	496,793
Current liabilities					
Trade payables	26	7,524,248	7,901,346	-	-
Other payables and accruals	27	8,662,824	13,676,277	5,648,430	10,005,970
Contract liabilities	4	1,203,301	1,094,091	-	-
Borrowings	28	1,994,059	1,992,669	-	-
Lease liabilities	25	885,740	539,535	-	-
		20,270,172	25,203,918	5,648,430	10,005,970
Total liabilities		22,072,711	27,541,190	6,145,223	10,502,763
Total equity and liabilities		86,696,564	110,343,216	72,733,698	94,769,746

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

STATEMENTS OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 MARCH 2026

Group	Share capital RM	Accumulated losses RM	Equity attributable to owners of the Company RM	Non controlling interests RM	Total equity RM
At 1 April 2024	193,399,478	(91,190,299)	102,209,179	(4,115,222)	98,093,957
Transactions with owners:					
Contribution from non controlling interest	-	-	-	23,160	23,160
Dilution of interest in a subsidiary	-	284,275	284,275	(284,275)	-
	-	284,275	284,275	(261,115)	23,160
Net loss/Total comprehensive loss for the year	-	(14,457,309)	(14,457,309)	(857,782)	(15,315,091)
At 31 March 2025	193,399,478	(105,363,333)	88,036,145	(5,234,119)	82,802,026
Transactions with owners:					
Share capital reduction (Note 24)	(96,000,000)	96,000,000	-	-	-
Net loss/Total comprehensive loss for the year	-	(17,838,993)	(17,838,993)	(339,180)	(18,178,173)
At 31 March 2026	97,399,478	27,202,326	70,197,152	(5,573,299)	64,623,853

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

STATEMENTS OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 MARCH 2026

Company	Share capital RM	Accumulated losses RM	Total equity RM
At 1 April 2024	193,399,478	(90,901,309)	102,498,169
Net loss/Total comprehensive loss for the year	-	(18,231,186)	(18,231,186)
At 31 March 2025	193,399,478	(109,132,495)	84,266,983
Share capital reduction (Note 24)	(96,000,000)	96,000,000	-
Net loss/Total comprehensive loss for the year	-	(17,678,508)	(17,678,508)
At 31 March 2026	97,399,478	(30,811,003)	66,588,475

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

STATEMENTS OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2026

	Group		Company	
	2026	2025	2026	2025
	RM	RM	RM	RM
Cash flows from/(used in) operating activities				
Loss before tax from				
- continuing operations	(18,143,717)	(14,356,026)	(17,678,508)	(18,231,186)
- discontinued operation	-	(898,495)	-	-
Adjustments for:				
Allowance for expected credit losses - net	(99,794)	(147,033)	11,274,300	9,558,204
Bad debts written off	-	15,714	-	5,932
Depreciation	4,151,027	5,304,674	16,315	920,060
Dividend income	-	-	(1,000,000)	-
Distribution income from unquoted mutual funds	(232)	(2,020)	(232)	(223)
Fair value loss on other financial assets	6,570,614	4,652,808	6,735,614	4,652,808
Fair value (gain)/loss on investment properties	(45,450)	(1,000,000)	254,550	-
Loss on disposal of other financial assets	165,000	-	165,000	-
Loss on derecognition of a subsidiary	-	-	2	-
Gain on derecognition of lease liabilities/lease modifications	-	(316,602)	-	(280,352)
Gain on disposal of right of use assets	-	(102,333)	-	(102,333)
Gain on disposal of plant and equipment	-	(19,009)	-	(10)
Gain on disposal of investment properties	(50,071)	-	-	-
Loss on disposal of a subsidiary	-	613,273	-	900,000
Impairment loss on				
- plant and equipment	-	98,386	-	-
- intangible assets	6,237,600	-	-	-
- investment in subsidiaries – net	-	-	102,020	750,000
Interest expense	190,676	495,588	-	209,186
Interest income	(56,039)	(62,875)	(568,718)	(534,054)
Plant and equipment/Right of use assets written off	1,440	58,344	-	46,700
Unrealised loss/(gain) on foreign exchange	1,503	(687)	-	-
Payables written off	(1,323,374)	-	(1,323,374)	-
Share in (profit)/loss of associates	(2,064,822)	205,054	-	-
Operating loss before working capital changes	(4,465,639)	(5,461,239)	(2,023,031)	(2,105,268)
Decrease/(Increase) in trade and other receivables	1,324,618	(3,339,140)	3,344,220	884,614
Decrease in inventories	-	1,070,122	-	-
Changes in contract liabilities	(59,318)	(562,731)	-	-
Decrease in contract costs	-	419,006	-	-
(Decrease)/Increase in trade and other payables	(2,528,045)	5,026,804	(1,689,331)	(200,277)
Cash used in operations	(5,728,384)	(2,847,178)	(368,142)	(1,420,931)
Income tax paid	(178,693)	(164,102)	(12,713)	(14,748)
Income tax refunded	125,621	-	32,088	-
Net cash used in operating activities	(5,781,456)	(3,011,280)	(348,767)	(1,435,679)

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

STATEMENTS OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2026

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Cash flows from/(used in) investing activities				
Acquisition of other financial assets	(385,232)	(2,020)	(232)	(223)
Advances to subsidiaries	-	-	-	(1,553,273)
Distribution income received	232	2,020	232	223
Dividend received	1,000,000	-	1,000,000	-
Interest received	56,039	62,875	55,749	534,054
(Increase)/Decrease in fixed deposits pledged	(46,248)	1,895,596	(56,504)	(62,608)
Net cash outflow from disposal of a subsidiary	-	(207,054)	-	-
Proceeds from disposal of investment properties	5,150,071	-	-	-
Proceeds from disposal of other financial assets	385,000	201,671	385,000	-
Proceeds from disposal of a subsidiary	-	-	-	100,000
Payment made for acquisition of intangible assets	(23,760)	(1,000,000)	-	-
Proceeds from disposal of right of use assets	-	152,000	-	152,000
Proceeds from disposal of plant and equipment	-	20,000	-	1,000
Purchase of plant and equipment	(44,917)	(149,866)	(3,951)	-
Net cash generated from/(used in) investing activities	6,091,185	975,222	1,380,294	(828,827)
Cash flows from/(used in) financing activities				
(Repayment to)/Advances from subsidiaries	-	-	(456,053)	1,231,521
Repayments of lease liabilities	(718,373)	(455,004)	(718,373)	(167,197)
Interest paid	(226,778)	(206,679)	(170,409)	(38,777)
Net cash (used in)/generated from financing activities	(945,151)	(661,683)	(1,344,835)	1,025,547
Net decrease in cash and cash equivalents	(635,422)	(2,697,741)	(313,308)	(1,238,959)
Cash and cash equivalents at beginning of year	(294,792)	2,402,949	462,888	1,701,847
Cash and cash equivalents at end of year	(930,214)	(294,792)	149,580	462,888

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

STATEMENTS OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2026

	Group		Company	
	2026	2025	2026	2025
	RM	RM	RM	RM
Cash and cash equivalents are represented by:				
Cash and bank balances	1,063,845	1,697,877	149,580	462,888
Fixed deposits with licensed banks	2,925,175	2,878,927	2,883,379	2,826,875
Bank overdrafts	(1,994,059)	(1,992,669)	-	-
	1,994,961	2,584,135	3,032,959	3,289,763
Less: Fixed deposits pledged	(2,925,175)	(2,878,927)	(2,883,379)	(2,826,875)
	(930,214)	(294,792)	149,580	462,888

Reconciliation of liabilities arising from financing activities

Group	**1.4.2025 RM**	**Cash flows RM**	**Non-cash changes RM**	**31.3.2026 RM**
Lease liabilities				
- other lease liabilities	2,072,606	-	-	2,072,606
Other payables				
- principal payable on lease liabilities	718,373	(718,373)	-	-

Group	**1.4.2024 RM**	**Cash flows RM**	**Non-cash changes RM**	**31.3.2025 RM**
Lease liabilities				
- hire purchase	89,412	(89,412)	-	-
- other lease liabilities	5,448,087	(365,592)	(3,009,889)	2,072,606

Company	**1.4.2025 RM**	**Cash flows RM**	**Non-cash changes RM**	**31.3.2026 RM**
Other payables				
- principal payable on lease liabilities	718,373	(718,373)	-	-
Amount due to subsidiaries	1,027,449	(456,053)	-	571,396

Company	**1.4.2024 RM**	**Cash flows RM**	**Non-cash changes RM**	**31.3.2025 RM**
Lease liabilities				
- hire purchase	89,412	(89,412)	-	-
- other lease liabilities	3,005,706	(77,785)	(2,927,921)	-
Amount due to subsidiaries	7,119,302	1,231,521	(7,323,374)	1,027,449

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

NOTES TO THE FINANCIAL STATEMENTS
31 MARCH 2026

1. **General information**

The principal activity of the Company is that of investment and property holding. The details of the subsidiaries, including their principal activities, are disclosed in Note 16.

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

The registered office of the Company is located at 22-09, Menara 1MK, No.1 Jalan Kiara, Mont Kiara 50480 Kuala Lumpur.

The principal place of business is located at Lot 4.2, 4th Floor, Menara Lien Hoe, No 8, Persiaran Tropicana, Tropicana Golf & Country Resort, 47410 Petaling Jaya, Selangor Darul Ehsan.

The financial statements were approved and authorised for issue by the board of directors on 27 July 2026.

2. **Basis of preparation of financial statements**

2.1 **Statement of compliance**

The financial statements of the Group and of the Company have been prepared and presented in accordance with the provisions of the Companies Act 2016 and the Malaysian Financial Reporting Standards.

The financial statements also comply with the International Financial Reporting Standards as issued by the International Accounting Standards Board.

2.2 **Basis of accounting**

The financial statements of the Group and of the Company have been prepared under the historical cost convention and any other bases described in the notes to the financial statements.

The Group has adopted the new and revised Malaysian Financial Reporting Standards ("MFRSs") and their related IC Interpretations that become mandatory for the current reporting period. The adoption of these new and revised MFRSs and IC Interpretations does not result in significant changes in the accounting policies of the Group.

The Group has not adopted the new standards, amendments to published standards and IC Interpretations that have been issued but not yet effective. These new standards, amendments to published standards and IC Interpretations do not result in significant changes in accounting policies of the Group upon their initial application.

MFRS 18 Presentation and Disclosure in Financial Statements which is effective for financial periods beginning on or after 1 January 2027, replaces MFRS 101 Presentation of Financial Statements and it:

a) introduces a new structure of profit or loss statement where income and expenses of an entity are classified into 3 new categories – operating, investing and financing;
b) requires an entity to present two new specified subtotals in the income statement which are "operating profit or loss" and "profit or loss before financing and income taxes";
c) requires the reconciliation of management defined performance measures in a single note to the financial statements to the most similar specified subtotal in MFRS Accounting Standards; and
d) provides enhanced guidance on the principles of aggregation and disaggregation of information, focusing on grouping items based on their shared characteristics.

MFRS 18 shall be applied retrospectively. The Group is currently in the process of assessing the potential impact of MFRS 18 on the related disclosures and notes to the financial statements. The adoption of MFRS 18 is not expected to affect the recognition or measurement of items in the Group's financial statements.

NOTES TO THE FINANCIAL STATEMENTS
31 MARCH 2026

2. **Basis of preparation of financial statements (Cont'd)**

2.3 **Material accounting policy information**

Functional and presentation currency

The individual financial statements of each entity in the Group are measured using the currency of the primary economic environment in which the entity operates ("functional currency"). The consolidated financial statements are presented in Ringgit Malaysia ("RM"), which is also the Company's functional currency.

Investment in subsidiaries

Investment in subsidiaries is stated at cost less impairment losses.

Non controlling interests

For business combination, non controlling interests are initially measured at the present ownership instruments' proportionate share of the recognised amounts of the acquiree's identifiable net assets.

Investment properties

The Group adopted the fair value model in measuring its investment properties.

Leases

The Company has elected not to recognise right of use assets and lease liabilities for short term leases that have a lease term of 12 months or less and do not contain a purchase option, and leases of low value assets. The Company recognises the lease payment associated with these leases as an expense on straight line basis over the lease term.

Financial instruments

Financial assets at fair value through profit or loss

At initial recognition, the Group irrevocably designate its investments in other financial assets to be measured at fair value through profit or loss. Any gains or losses arising from changes in fair value are recognised in profit or loss. Net gains or net losses on financial assets at fair value through profit or loss does not include exchange differences, interest and dividend income.

3. **Critical accounting estimates and judgements**

In the preparation of the financial statements, the directors are required to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from those estimates.

Estimates and judgements are continually evaluated by the directors and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

In the process of applying the Group's accounting policies, management is of the opinion that there are no instances of application of judgement which are expected to have a significant effect on the amounts recognised in the financial statements.

NOTES TO THE FINANCIAL STATEMENTS
31 MARCH 2026

3. **Critical accounting estimates and judgements (Cont'd)**

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

(a) Impairment of non financial assets

In assessing impairment of plant and equipment, right of use assets and investment in subsidiaries, the recoverable amount of the assets is estimated using the latest available fair value (after taking into account the costs to sell) or the value in use of the relevant assets.

Significant variations to these assumptions and estimates could result in changes to the assessment of the recoverability of these non financial assets. To the extent of any future determination that these non financial assets are not recoverable, future financial results in the reporting period in which this determination is made will be affected.

(b) Allowance for expected credit losses for debt instruments at amortised cost

When measuring expected credit losses, the Group uses reasonable and supportable forward looking information, which is based on assumptions for future conditions and how these conditions will affect the amount of expected credit losses.

Loss given default is an estimate of the loss arising on default. It is based on the difference between the contractual cash flows due and those that the Group would expect to receive, taking into account cash flows from collateral and internal credit enhancements. Probability of default constitutes a key input in measuring expected credit losses. Probability of default is an estimate of the likelihood of default over a given time horizon, the calculation of which includes historical data, assumptions and expectations of future conditions.

(c) Fair values of investment properties

Fair values of investment properties are determined by independent firms of professional valuers.

Significant judgements are involved in determining the fair values by using the chosen valuation technique and applying the assumptions as disclosed in Note 33.3. Any changes in fair values of these investment properties are recognised in profit or loss.

(d) Impairment of development costs in progress

In assessing impairment of development costs in progress, the recoverable amount is estimated using the value in use of the asset. Significant variations to the assumptions and estimates used to determine future cash flows could result in changes to the assessment of the recoverability of the development costs incurred.

NOTES TO THE FINANCIAL STATEMENTS
31 MARCH 2026

4. **Revenue**

4.1 **Disaggregation of revenue**

Set out below is the disaggregation of the Group's and the Company's revenue from contracts with customers:

	Group		Company	
	2026 RM	**2025 RM**	**2026 RM**	**2025 RM**
Type of goods or services				
Data centre and cloud services				
Data centre, cloud services and co-location services	3,245,313	4,283,515	-	-
Sale of hardware	865,724	630,057	-	-
IT support services	1,420,633	1,300,201	-	-
	5,531,670	6,213,773	-	-
Trading				
Sale of multifunction printers	-	120,480	-	-
Sale of accessories, consumables, computers and software	150,778	201,038	-	-
Click charges income	-	1,521,981	-	-
Service charges income	23,561	180,786	-	-
Sale of kitchen appliances	-	188,141	-	-
	174,339	2,212,426	-	-
Type of goods or services				
Others				
Management fees	-	252,000	760,000	252,000
Mobile application development	-	281,600	-	-
	-	533,600	760,000	252,000
Revenue from contracts with customers	5,706,009	8,959,799	760,000	252,000
Dividend income	-	-	1,000,000	-
Operating lease income	-	961,673	-	-
	5,706,009	9,921,472	1,760,000	252,000

	Group		Company	
	2026 RM	**2025 RM**	**2026 RM**	**2025 RM**
Timing of revenue recognition				
Goods transferred at a point in time	1,016,502	1,421,316	-	-
Services transferred over time	3,245,313	6,057,496	760,000	252,000
Services transferred at a point in time	1,444,194	1,480,987	-	-
Revenue from contracts with customers	5,706,009	8,959,799	760,000	252,000

NOTES TO THE FINANCIAL STATEMENTS
31 MARCH 2026

4. **Revenue (Cont'd)**

4.2 **Contract balance**

	Group 2026 RM	Group 2025 RM
Contract liabilities		
Current	1,203,301	1,094,091
Non current	38,880	207,408
	1,242,181	1,301,499

The contract liabilities primarily relate to the Group's obligation to transfer goods or services to customers for which the Group has received the consideration in advance or has billed the customers.

Contract liabilities are recognised as revenue upon the Group delivering the goods to customers or performing the services under the contract.

	Group 2026 RM	Group 2025 RM
The performance obligations for the non current portion of the contract liabilities are expected to be satisfied as follows:		
Later than 1 year and not later than 2 years	1,480	205,796
Later than 2 years and not later than 5 years	37,400	1,612
	38,880	207,408

The following table provides information of the contract balance:

	Group 2026 RM	Group 2025 RM
At beginning of year	1,301,499	8,754,103
Advance consideration received/Billings issued during the year	3,358,285	3,051,782
Revenue recognised during the year from:		
- continuing operations	(3,417,603)	(2,920,417)
- discontinued operations	-	(694,096)
	(3,417,603)	(3,614,513)
Disposal of a subsidiary	-	(6,889,873)
At end of year	1,242,181	1,301,499

There were no significant changes in the contract balance.

NOTES TO THE FINANCIAL STATEMENTS
31 MARCH 2026

4. **Revenue (Cont'd)**

4.3 **Performance obligations**

Segment	**Nature of goods or services**	**Timing of transfer of goods or services**	**Significant payment terms**
Data centre and cloud services	Data centre, cloud services and co-location services	Revenue is recognised over time when the customer simultaneously receives and consumes the benefits	Generally due within 30 days to 90 days from invoice date
Data centre and cloud services	IT support services (including installation and configuration)	Revenue is recognised at a point in time when the services are rendered	Generally due within 90 days from invoice date
Data centre and cloud services	Sale of hardware	Revenue is recognised at a point in time upon delivery of goods to the customers	Generally due within 90 days from invoice date
Trading	Sale of multi function printers, accessories, consumables, computers and software	Revenue is recognised at a point in time upon delivery of goods to the customers	Generally due within 30 to 60 days from invoice date
Trading	Click charges income	Revenue is recognised over time when the customer simultaneously receives and consumes the benefits	Generally due within 30 to 60 days from invoice date
Trading	Service charges income	Revenue is recognised at a point in time when the services are rendered	Generally due within 30 to 60 days from invoice date
Trading	Sale of kitchen appliances	Revenue is recognised at a point in time upon delivery of goods to the customers	Generally due within 30 to 90 days from invoice date
Others	Management fees	Revenue is recognised over time when subsidiaries simultaneously receive and consume the benefits	Generally due within 30 days from invoice date
Others	Mobile application development	Revenue is recognised at a point in time when the goods are delivered	Generally due within 30 to 90 days from delivery date

NOTES TO THE FINANCIAL STATEMENTS
31 MARCH 2026

4. **Revenue (Cont'd)**

4.4 **Transaction price allocated to the remaining performance obligations**

The following table shows the aggregate amount of the transaction price allocated to performance obligations that are unsatisfied (or partially unsatisfied) as at the end of the reporting period for contracts that have a duration of more than one year:

	Group	
	2026	**2025**
	RM	**RM**
- 2026	-	269,021
- 2027	1,480	205,796
- 2028	37,400	1,612
	38,880	476,429

For practical expediency, no information is provided on the remaining performance obligations at the reporting date that have an original expected duration of one year or less as allowed under the paragraph 121(a) of MFRS 15.

4.5 **Financing components**

The Group does not have any contracts where the period between the transfer of the promised goods or services to the customer and payment by the customer exceeds one year. As a consequence, the Group does not adjust any of the transaction prices for the time value of money.

5. **Cost of sales**

	Group	
	2026	**2025**
	RM	**RM**
Data centre and cloud services	7,608,833	8,084,825
Trading	218,409	2,677,024
Others	-	207,788
	7,827,242	10,969,637

NOTES TO THE FINANCIAL STATEMENTS
31 MARCH 2026

6. **Loss from operations**

	Group		Company	
	2026	**2025**	**2026**	**2025**
	RM	**RM**	**RM**	**RM**
Loss from operations is arrived at after charging/(crediting):				
Auditors' remuneration				
- statutory audit				
- current year	232,500	203,000	104,000	74,000
- under/(over) provision in prior years	-	7,320	-	(2,000)
- non statutory				
- under provision in prior years	-	59,992	-	59,992
Bad debts written off	-	15,714	-	5,932
Directors' remuneration				
- fees				
- Company	402,000	344,387	402,000	337,387
- subsidiaries	-	193,000	-	-
- other than fees				
- Company	183,393	295,680	-	-
- subsidiaries	-	202,316	-	-
Expenses relating to leases of low value assets	58,483	21,668	15,783	-
Expenses relating to short term leases	17,900	40,777	-	14,468
Loss on disposal of other financial assets	165,000	-	165,000	-
Loss on derecognition of a subsidiary	-	-	2	-
Loss on disposal of a subsidiary	-	613,273	-	900,000
Plant and equipment/Right of use assets written off	1,440	58,344	-	46,700
Staff costs	3,143,920	4,988,558	1,016,048	1,197,208
Loss/(Gain) on foreign exchange - net				
- realised	-	(3,699)	-	-
- unrealised	1,503	(687)	-	-
Distribution income from unquoted mutual funds	(232)	(223)	(232)	(223)
Gain on disposal of plant and equipment	-	(19,009)	-	(10)
Gain on disposal of investment properties	(50,071)	-	-	-
Gain on disposal of right of use assets	-	(102,333)	-	(102,333)
Gain on derecognition of lease liabilities/lease modifications	-	(316,602)	-	(280,352)
Payables written off	(1,323,374)	-	(1,323,374)	-
Rental income - included in other operating income	(487,833)	(701,324)	(125,183)	(364,166)

Staff costs comprise:				
Salaries, bonus and allowances	2,745,955	4,386,629	915,073	1,066,920
Defined contribution plan	283,963	401,838	57,079	81,723
Other employee related expenses	114,002	200,091	43,896	48,565
	3,143,920	4,988,558	1,016,048	1,197,208

NOTES TO THE FINANCIAL STATEMENTS
31 MARCH 2026

6. **Loss from operations (Cont'd)**

The key management personnel of the Group and the Company whose remuneration is analysed as follows:

	Group		Company	
	2026	**2025**	**2026**	**2025**
	RM	**RM**	**RM**	**RM**
Executive directors				
- fees	312,000	220,290	312,000	213,290
- other than fees	183,393	497,996	-	-
	495,393	718,286	312,000	213,290
Non executive directors:				
- fees	90,000	317,097	90,000	124,097
Total remuneration	585,393	1,035,383	402,000	337,387

7. **Finance income**

	Group		Company	
	2026	**2025**	**2026**	**2025**
	RM	**RM**	**RM**	**RM**
Interest income from:				
- fixed deposits	56,039	61,961	55,749	61,783
- advances to a subsidiary	-	-	512,969	471,357
- short term deposits	-	914	-	914
	56,039	62,875	568,718	534,054

8. **Finance costs**

	Group		Company	
	2026	**2025**	**2026**	**2025**
	RM	**RM**	**RM**	**RM**
Interest expense on:				
- hire purchase	-	2,900	-	2,900
- other lease liabilities	134,307	373,146	-	206,286
- interest bearing advances from a corporate shareholder of a subsidiary	-	47,966	-	-
- overdrafts	56,369	63,577	-	-
	190,676	487,589	-	209,186

NOTES TO THE FINANCIAL STATEMENTS
31 MARCH 2026

9. Income tax expense

	Group		Company	
	2026	2025	2026	2025
	RM	RM	RM	RM
Expected income tax payable				
- under provision in prior years	-	(56)	-	-
Real property gain tax	(54,456)	-	-	-
Deferred tax (Note 20)				
- current year	20,000	(100,000)	-	-
	(34,456)	(100,056)	-	-

A reconciliation of income tax expense applicable to loss before tax at the statutory income tax rate to income tax expense at the effective income tax rate is as follows:

	Group		Company	
	2026	2025	2026	2025
	RM	RM	RM	RM
Loss before tax	(18,143,717)	(14,356,026)	(17,678,508)	(18,231,186)
Less: Share in (profit)/loss of associates	(2,064,822)	205,054	-	-
	(20,208,539)	(14,150,972)	(17,678,508)	(18,231,186)
Taxation at statutory tax rate of 24% (2025: 24%)	4,850,000	3,396,000	4,243,000	4,375,000
Expenses not deductible for tax purposes	(3,947,400)	(1,713,200)	(4,653,000)	(3,963,000)
Income not subject to tax	557,200	3,000	558,000	-
Effect of different tax rate arising from fair value gain of investment properties	22,000	140,000	-	-
Deferred tax assets not recognised	(1,468,400)	(1,925,800)	(148,000)	(412,000)
Utilisation of deferred tax asset not previously recognised	6,600	-	-	-
Real property gain tax	(54,456)	-	-	-
Under provision of current tax expense in prior years	-	(56)	-	-
Income tax expense for the year	(34,456)	(100,056)	-	-

10. Discontinued operations

A discontinued operation is a component of the Group's business, the operations and cash flows of which can be clearly distinguished from the rest of the Group and which:

- represents a separate major line of business or geographic area of operations;
- is part of a single coordinated plan to dispose of a separate major line of business or geographic area of operations; or
- is a subsidiary acquired exclusively with a view to resale.

Classification as a discontinued operation occurs at the earlier of disposal or when the operation meets the criteria to be classified as held for sale. When an operation is classified as discontinued, the comparative statements of comprehensive income are re-presented as if the operation had been discontinued from the start of the comparative year.

NOTES TO THE FINANCIAL STATEMENTS
31 MARCH 2026

10. **Discontinued operations (Cont'd)**

In the previous reporting period, the Group disposed of its entire construction and renovation segment and is reported as a discontinued operation.

a) Financial information relating to the discontinued operations up to the date of disposal is set out below:

	2025 **RM**
Results of discontinued operations	
Revenue	762,859
Cost of sales	(510,880)
Gross profit	251,979
Other operating income	45,635
Administrative expenses	(840,210)
Other operating expenses	(347,900)
Loss from discontinued operations	(890,496)
Finance costs	(7,999)
Loss before tax	(898,495)
Income tax expense	39,486
Net loss for the year from discontinued operations attributable to owners of the Company	(859,009)

	2025 **RM**
Cash flows used in discontinued operations:	
Net cash used in operating activities	(1,847,789)
Net cash from investing activities	197,116
Net cash used in financing activities	(36,078)
Net cash outflows	(1,686,751)

b) Loss from discontinued operations is arrived at after charging/(crediting):

	2025 **RM**
Auditors' remuneration	1,750
Directors' remuneration	
- fees	
- Company	54,000
- subsidiary	6,000
Expenses relating to leases of low value assets	924
Expenses relating to short term leases	73,675
Interest expense on lease liabilities	7,999
Staff costs	780,210
Distribution income from unquoted mutual funds	(1,797)

NOTES TO THE FINANCIAL STATEMENTS
31 MARCH 2026

10. **Discontinued operations (Cont'd)**

b) Loss from discontinued operations is arrived at after charging/(crediting): (Cont'd)

	2025 **RM**
Staff costs comprise:	
Salaries, bonus and allowances	690,987
Defined contribution plan	81,451
Other employee related expenses	7,772
	780,210

The key management personnel of the discontinued operations whose remuneration is analysed as follows:

	2025 **RM**
Executive directors	
- fees	60,000

c) Income tax expense on discontinued operations are as follows:

	2025 **RM**
Expected income tax payable	
- over provision in prior years	39,486

A reconciliation of income tax expense applicable to loss before tax at the statutory income tax rate to income tax expense at the effective income tax rate is as follows:

	2025 **RM**
Loss before tax	(898,495)
Taxation at statutory tax rate of 24%	216,000
Expenses not deductible for tax purposes	(43,100)
Deferred tax assets not recognised	(172,900)
Over provision of current tax expense in prior years	39,486
Income tax expense for the year	39,486

d) Contract costs amortised to profit or loss in the previous reporting period is RM510,880.

NOTES TO THE FINANCIAL STATEMENTS
31 MARCH 2026

11. Loss per share

11.1 Basic loss per share

Basic loss per ordinary share is calculated based on the net loss attributable to ordinary shareholders and weighted average number of ordinary shares in issue as follows:

	Group	
	2026	**2025**
	RM	**RM**
Net loss attributable to owners of the Company from:		
- continuing operations	(17,838,993)	(13,598,300)
- discontinued operation	-	(859,009)
	(17,838,993)	(14,457,309)
Weighted average number of ordinary shares in issue	122,602,365	122,602,365
Basic loss per ordinary share (sen):		
- continuing operations	(14.55)	(11.09)
- discontinued operation	-	(0.70)
	(14.55)	(11.79)

11.2 Diluted loss per share

Diluted loss per share equals to the basic loss per share as there are no dilutive potential ordinary shares at the end of the current and previous reporting periods.

NOTES TO THE FINANCIAL STATEMENTS
31 MARCH 2026

12. **Plant and equipment**

Group	Computers, equipment, software, furniture and fittings RM	Motor vehicles RM	Renovation RM	Cabling and storage systems RM	Signboard RM	Equipment rental units RM	Data centre RM	Total RM
Cost								
At 1 April 2024	2,962,457	172,784	5,435,511	11,900,000	118,687	1,818,906	36,207,844	58,616,189
Reclassification from right of use assets	-	-	-	-	-	108,410	-	108,410
Transfer to inventories	-	-	-	-	-	(456,013)	-	(456,013)
Additions	122,266	-	-	-	-	27,600	-	149,866
Disposals	(15,299)	(172,784)	-	-	-	-	-	(188,083)
Disposal of a subsidiary	(143,347)	-	-	-	-	-	-	(143,347)
Write offs	(506,271)	-	(4,628,464)	-	-	-	-	(5,134,735)
At 31 March 2025	2,419,806	-	807,047	11,900,000	118,687	1,498,903	36,207,844	52,952,287
Additions	44,917	-	-	-	-	-	-	44,917
Disposals	-	-	-	-	-	(1,498,903)	-	(1,498,903)
Write offs	(3,600)	-	-	-	-	-	-	(3,600)
At 31 March 2026	2,461,123	-	807,047	11,900,000	118,687	-	36,207,844	51,494,701

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12. **Plant and equipment (Cont'd)**

Group	Computers, equipment, software, furniture and fittings RM	Motor vehicles RM	Renovation RM	Cabling and storage systems RM	Signboard RM	Equipment rental units RM	Data centre RM	Total RM
Accumulated depreciation								
At 1 April 2024	2,181,949	172,783	5,320,235	2,479,167	26,494	1,319,805	10,806,607	22,307,040
Reclassification from right of use assets	-	-	-	-	-	80,971	-	80,971
Disposals	(11,309)	(172,783)	-	-	-	-	-	(184,092)
Disposal of a subsidiary	(104,587)	-	-	-	-	-	-	(104,587)
Transfer to inventories	-	-	-	-	-	(366,964)	-	(366,964)
Charge for the year	285,847	-	30,676	1,190,000	-	106,357	2,357,397	3,970,277
Write offs	(470,669)	-	(4,560,798)	-	-	-	-	(5,031,467)
At 31 March 2025	1,881,231	-	790,113	3,669,167	26,494	1,140,169	13,164,004	20,671,178
Charge for the year	242,095	-	-	1,190,000	-	-	2,357,396	3,789,491
Disposals	-	-	-	-	-	(1,140,169)	-	(1,140,169)
Write offs	(2,160)	-	-	-	-	-	-	(2,160)
At 31 March 2026	2,121,166	-	790,113	4,859,167	26,494	-	15,521,400	23,318,340

NOTES TO THE FINANCIAL STATEMENTS
31 MARCH 2026

12. **Plant and equipment (Cont'd)**

Group	Computers, equipment, software, furniture and fittings RM	Motor vehicles RM	Renovation RM	Cabling and storage systems RM	Signboard RM	Equipment rental units RM	Data centre RM	Total RM
Accumulated impairment losses								
At 1 April 2024	245,192	-	58,697	-	92,193	304,570	-	700,652
Reclassification from right of use assets	-	-	-	-	-	16,244	-	16,244
Transfer to inventories	-	-	-	-	-	(60,466)	-	(60,466)
Disposal	(3,000)	-	-	-	-	-	-	(3,000)
Write offs	(3,161)	-	(41,763)	-	-	-	-	(44,924)
Impairment loss for the year	-	-	-	-	-	98,386	-	98,386
At 31 March 2025	239,031	-	16,934	-	92,193	358,734	-	706,892
Disposal	-	-	-	-	-	(358,734)	-	(358,734)
At 31 March 2026	239,031	-	16,934	-	92,193	-	-	348,158
Carrying amount								
At 31 March 2026	100,926	-	-	7,040,833	-	-	20,686,444	27,828,203
At 31 March 2025	299,544	-	-	8,230,833	-	-	23,043,840	31,574,217

NOTES TO THE FINANCIAL STATEMENTS
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12. **Plant and equipment (Cont'd)**

Company	Computer equipment and software RM	Furniture and fittings RM	Office equipment RM	Renovation RM	Total RM
Cost					
At 1 April 2024	97,219	262,733	83,654	4,468,183	4,911,789
Disposals	(3,299)	-	-	-	(3,299)
Write offs	(23,312)	(261,633)	(61,768)	(4,468,183)	(4,814,896)
At 31 March 2025	70,608	1,100	21,886	-	93,594
Additions	3,951	-	-	-	3,951
At 31 March 2026	74,559	1,100	21,886	-	97,545
Accumulated depreciation					
At 1 April 2024	43,163	261,667	40,173	4,408,882	4,753,885
Charge for the year	15,441	709	12,903	43,041	72,094
Disposals	(2,309)	-	-	-	(2,309)
Write offs	(20,426)	(261,624)	(34,223)	(4,451,923)	(4,768,196)
At 31 March 2025	35,869	752	18,853	-	55,474
Charge for the year	14,105	220	1,990	-	16,315
At 31 March 2026	49,974	972	20,843	-	71,789
Carrying amount					
At 31 March 2026	24,585	128	1,043	-	25,756
At 31 March 2025	34,739	348	3,033	-	38,120

NOTES TO THE FINANCIAL STATEMENTS
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12. **Plant and equipment (Cont'd)**

12.1 **Impairment review for plant and equipment and right of use assets**

In the current reporting period

As the data centre and cloud services segment had been persistently making losses, the Group performed an impairment test on the plant and equipment and right of use assets of the subsidiary in this segment. The respective carrying amounts (before impairment) are as follows:

Subsidiary	Segment	Plant and equipment RM	Right of use assets RM
Progenet Innovations Sdn Bhd ("PGI")	Data centre and cloud services	27,908,551	1,415,983

No impairment is required for the plant and equipment and right of use assets of PGI as the recoverable amounts of these assets are higher than their respective carrying amounts.

In the previous reporting period

As the trading segment and the data centre and cloud services segment had been persistently making losses, the Group performed an impairment test on the plant and equipment and right of use assets of the subsidiaries in these segments. The respective carrying amounts (before impairment) are as follows:

Subsidiary	Segment	Plant and equipment RM	Right of use assets RM
Digital Paper Solutions Sdn Bhd ("DPS")	Trading	98,386	-
Progenet Innovations Sdn Bhd ("PGI")	Data centre and cloud services	31,640,223	1,777,519

The impairment review led to the recognition of impairment loss of plant and equipment in the trading segment as follows:

	Plant and equipment RM
DPS	98,386

The impairment loss has been recognised in profit or loss under "Other operating expenses" line item in the Group's statement of comprehensive income for the reporting period ended 31 March 2025.

No impairment is required for the plant and equipment and right of use assets of PGI as the recoverable amounts of these assets are higher than their respective carrying amounts.

The recoverable amount of the plant and equipment of DPS is determined to be RM Nil as DPS is not expected to generate any positive operating cash flows.

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12. **Plant and equipment (Cont'd)**

12.2 **Key assumptions used in the fair value calculations**

The recoverable amount of the plant and equipment and right of use assets of PGI is determined based on valuation of its estimated net selling price carried out by a firm of independent professional valuers using the cost approach of valuation. The depreciated replacement cost method in applying the cost approach considers the new cost of replacement of the plant and equipment and the accrued depreciation. New costs of replacement is calculated by assuming the costs of reconstruction of similar utilities and functions of the plant and equipment are estimated based on current market price of constructing the assets carried out as a turnkey contract and adjusted to reflect the impact on the value of physical, functional, technological, and economic obsolescence on value.

Management has considered and assessed reasonably possible changes of key assumptions and has not identified any instances that could cause the carrying amount of these plant and equipment and right of use assets to materially exceed their respective recoverable amounts.

12.3 **Depreciation**

Depreciation on plant and equipment is calculated on a straight line basis at the following annual rates based on their estimated useful lives:

Computers, equipment and software	20% to 30%
Furniture and fittings	10% to 30%
Office equipment	10% to 20%
Motor vehicles	20%
Renovation	20%
Equipment rental units	20%
Signboard	10%
Cabling and storage systems	10%
Data centre	15 years

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13. **Right of use assets**

Group	**Office buildings RM**	**Equipment rental units RM**	**Motor vehicles RM**	**Total RM**
Cost				
At 1 April 2024	7,490,651	539,368	298,000	8,328,019
Reclassification to plant and equipment	-	(108,410)	-	(108,410)
Transfer to inventories	-	(430,958)	-	(430,958)
Disposals	-	-	(298,000)	(298,000)
Derecognition upon lease termination	(5,067,939)	-	-	(5,067,939)
Derecognition upon lease completion	(253,529)	-	-	(253,529)
At 31 March 2025/31 March 2026	2,169,183	-	-	2,169,183
Accumulated depreciation				
At 1 April 2024	2,517,226	102,606	198,667	2,818,499
Reclassification to plant and equipment	-	(80,971)	-	(80,971)
Transfer to inventories	-	(187,568)	-	(187,568)
Charge for the year	1,118,798	165,933	49,666	1,334,397
Disposals	-	-	(248,333)	(248,333)
Derecognition upon lease termination	(3,042,879)	-	-	(3,042,879)
Derecognition upon lease completion	(201,481)	-	-	(201,481)
At 31 March 2025	391,664	-	-	391,664
Charge for the year	361,536	-	-	361,536
At 31 March 2026	753,200	-	-	753,200
Accumulated impairment losses				
At 1 April 2024	102,194	228,805	-	330,999
Reclassification to plant and equipment	-	(16,244)	-	(16,244)
Transfer to inventories	-	(212,561)	-	(212,561)
Derecognition upon lease termination	(50,146)	-	-	(50,146)
Derecognition upon lease completion	(52,048)	-	-	(52,048)
At 31 March 2025/31 March 2026	-	-	-	-
Carrying amount				
At 31 March 2026	1,415,983	-	-	1,415,983
At 31 March 2025	1,777,519	-	-	1,777,519

NOTES TO THE FINANCIAL STATEMENTS
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13. **Right of use assets (Cont'd)**

Company	**Motor vehicles RM**	**Office buildings RM**	**Total RM**
Cost			
At 1 April 2024	298,000	4,789,771	5,087,771
Disposals	(298,000)	-	(298,000)
Derecognition upon lease termination	-	(4,789,771)	(4,789,771)
At 31 March 2025/31 March 2026	-	-	-
Accumulated depreciation			
At 1 April 2024	198,667	2,062,275	2,260,942
Charge for the year	49,666	798,300	847,966
Disposals	(248,333)	-	(248,333)
Derecognition upon lease termination	-	(2,860,575)	(2,860,575)
At 31 March 2025/31 March 2026	-	-	-
Carrying amount			
At 31 March 2026	-	-	-
At 31 March 2025	-	-	-

The information relating to the impairment review for right of use assets is disclosed in Notes 12.1 and 12.2.

13.1 **Depreciation**

The right of use assets are depreciated on a straight line basis over the shorter of the lease term and the estimated useful life as follows:

Office buildings	2 - 6 years
Equipment rental units	3 - 5 years
Motor vehicles	4 years

14. **Investment properties**

	Group		**Company**	
	2026 RM	**2025 RM**	**2026 RM**	**2025 RM**
Freehold buildings, at fair value				
At beginning of year	25,954,550	18,200,000	15,754,550	9,000,000
Additions	-	6,754,550	-	6,754,550
Disposals	(5,100,000)	-	-	-
Fair value changes	45,450	1,000,000	(254,550)	-
At end of year	20,900,000	25,954,550	15,500,000	15,754,550

At the reporting date, the title deeds of the freehold buildings have yet to be transferred to the Group by the developer.

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14. **Investment properties (Cont'd)**

The following are recognised in profit or loss in respect of investment properties:

	Group		Company	
	2026	**2025**	**2026**	**2025**
	RM	**RM**	**RM**	**RM**
Rental income	487,833	663,344	125,183	213,944
Direct operating expenses				
- income generating investment properties	(459,937)	(306,631)	(240,367)	(222,476)

Details of valuation techniques and inputs are disclosed in Note 33.3.

Cash payments made to purchase investment properties are as follows:

	Group and Company	
	2026	**2025**
	RM	**RM**
Total additions	-	6,754,550
Contra payment against outstanding other receivables		
- performance bond	-	(6,000,000)
- other receivables	-	(754,550)
Total cash payments	-	-

15. **Intangible assets**

Group	**Software development expenditure RM**	**Telemedicine portal development costs in progress RM**	**Total RM**
Cost			
At 1 April 2024/31 March 2025	127,908	7,000,000	7,127,908
Write offs		(762,400)	(762,400)
At 31 March 2026	127,908	6,237,600	6,365,508
Accumulated impairment loss			
At 1 April 2024/31 March 2025	127,908	-	127,908
Impairment loss for the year	-	6,237,600	6,237,600
At 31 March 2026	127,908	6,237,600	6,365,508
Carrying amount			
At 31 March 2026	-	-	-
At 31 March 2025	-	7,000,000	7,000,000

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15. **Intangible assets (Cont'd)**

Cash payments made to purchase intangible assets are as follows:

	Group	
	2026 **RM**	**2025** **RM**
Total additions	-	-
Repayment to other payables	23,760	1,000,000
Total cash payments	23,760	1,000,000

Depreciation

No amortisation is provided on software development expenditure and telemedicine portal development cost in progress. Amortisation is recognised in profit or loss on a straight line basis over the estimated useful lives of the intangible assets from the date that they are available for use as follows:

Software development expenditure	5 years
Telemedicine portal development costs in progress	10 years

15.1 **Impairment review**

Capitalised telemedicine portal development costs in progress that are not ready for use, are not subject to amortisation and are tested annually for impairment. The recoverable amount of the development costs is based on its value in use.

<u>In the current reporting period</u>

An impairment loss of RM6,237,600 was recognised to write down the telemedicine portal development costs in progress to its recoverable amount of RM Nil as the development project had not been completed and launched as originally planned, and remains unavailable for use. In view of the uncertainty surrounding the future economic benefits expected to be generated from the project, management determined that the carrying amount was not recoverable.

The impairment loss has been recognised in profit or loss under "Other operating expenses" line item in the Group's statement of comprehensive income.

<u>In the previous reporting period</u>

No impairment is required for the development costs in progress as the recoverable amount of this development costs is higher than its carrying amount.

NOTES TO THE FINANCIAL STATEMENTS
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15. **Intangible assets (Cont'd)**

15.2 **Key assumptions used in the value in use calculations**

In the previous reporting period, the recoverable amount of the telemedicine portal development costs in progress is determined from value in use calculations using cash flows projections from financial budgets prepared by management covering a 10-year business plan and the following are the key assumptions:

- The discount rate used for the value in use calculation is based on the country's industry weighted average cost of capital specific to the business at the rate of 15.00%; and

- The value assigned to the key assumptions such as sales growth, fixed and variable costs are based on management's assessment of future trends of the business.

Management has considered and assessed reasonably possible changes of key assumptions and has not identified any instances that could cause the carrying amount of the telemedicine portal development costs in progress to materially exceed its recoverable amounts.

16. **Investment in subsidiaries**

	Company	
	2026 **RM**	**2025** **RM**
Unquoted shares at cost		
At beginning of year	29,216,364	30,216,364
Derecognition of a subsidiary	(2)	-
Disposal of a subsidiary	-	(1,000,000)
At end of year	29,216,362	29,216,364
Accumulated impairment losses		
At beginning of year	29,114,341	28,364,341
Impairment loss during the year	102,020	750,000
At end of year	29,216,361	29,114,341
Carrying amount	1	102,023

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16. **Investment in subsidiaries (Cont'd)**

The details of the subsidiaries are as follows:

	Country of incorporation /Place of business	Group's effective and voting interests		
		2026	2025	Principal activities
Subsidiaries of the Company		%	%	
Progenet Innovations Sdn Bhd ("PGI")	Malaysia	100	100	Provide cloud data center services to business entities and individuals
Digital Paper Solutions Sdn Bhd ("DPS")	Malaysia	51	51	Trading and rental of office equipment
GE Green Sdn Bhd	Malaysia	100	100	Trading of kitchen wares and related products
Pacifica KAG Sdn Bhd	Malaysia	-	100	Dormant
Agrocloud Sdn Bhd ("Agro")	Malaysia	70	70	Providing solutions and services related to mobile app for building management systems and information technology system security
Corporate One Training Academy Sdn Bhd	Malaysia	100	100	Provision of business and operational support systems and services, software development and business process outsourcing
Ebizmedic Sdn Bhd ("EBIZ")	Malaysia	100	100	One stop business to business medical products and services supplier platform over the internet
Subsidiary of PGI				
Progenet Sdn Bhd	Malaysia	100	100	Engaged in the business of computer networking and system consultants including the supply of equipment and cabling

16.1 **Deregistration of a subsidiary**

During the reporting period, a subsidiary of the Company, Pacifica KAG Sdn Bhd has been deregistered from the Registrar. Consequently, Pacifica KAG Sdn Bhd ceased to be a subsidiary of the Company.

16.2 **Acquisition and subscription of shares in a subsidiary**

In the previous reporting period, Agro increased its issued and paid up share capital from RM1,051,000 to RM1,074,160 by way of issuance and allotment of 571 new ordinary shares to the non controlling interest to settle the amount due to the non controlling interest of RM23,160. As a result of the allotment, the equity interest of the Company in Agro is diluted from 90% to 70%.

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16. **Investment in subsidiaries (Cont'd)**

16.3 **Disposal of shares in a subsidiary**

In the previous reporting period

The Company disposed of its entire shareholding of 1,000,000 ordinary shares representing 100% shareholding in DDSB for a cash consideration of RM100,000. As a result of the disposal, DDSB ceased to be a subsidiary of the Company.

The disposal of DDSB had the following financial effects on the Group's financial statements:

	2025 **RM**
Plant and equipment	38,760
Inventories	270,390
Trade receivables	1,916,754
Other receivables, deposits and prepayments	7,410,355
Contract costs	6,300,794
Tax recoverable	275,387
Fixed deposit with a licensed bank	2,052,764
Cash and bank balances	101,957
Trade payables	(2,739,301)
Other payables and accruals	(6,177,047)
Contract liabilities	(6,889,873)
Borrowings (bank overdrafts)	(1,847,667)
Net assets disposed of	713,273
Less: Cash consideration received	(100,000)
Loss on disposal of a subsidiary (included in "Other operating expenses" line item in profit or loss)	613,273
Cash consideration received	100,000
Less: Cash and cash equivalents disposed of	(307,054)
Net cash outflow on disposal of subsidiary	(207,054)

The subsidiary had also contributed the following results to the Group prior to being disposed of:

	2025 **RM**
Revenue	762,859
Net loss	(859,009)

16.4 **Impairment of investment in subsidiaries**

In the current reporting period

The directors performed an impairment test on the investment in EBIZ due to the telemedicine portal development had not been completed and launched as originally planned and remains unavailable for use. An impairment loss of RM102,020 was recognised to write down the carrying amount of investment in EBIZ to its recoverable amount of RM Nil. The recoverable amount has been determined based on the net assets of EBIZ.

The amount of impairment loss has been recognised under "Other operating expenses" line item.

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16. **Investment in subsidiaries (Cont'd)**

16.4 **Impairment of investment in subsidiaries (Cont'd)**

In the previous reporting period

The directors performed an impairment test on the investment in PGI as PGI had been persistently making losses. An impairment loss of RM750,000 was recognised to write down the carrying amount of investment in PGI to its recoverable amount of RM Nil. The recoverable amount has been determined based on the net assets of PGI.

The amount of impairment loss has been recognised under "Other operating expenses" line item.

16.5 **Interest in subsidiary with material non controlling interests ("NCI")**

The Group has the following subsidiary with NCI that is material to the Group.

Name of subsidiary	Principal place of business	Proportion of ownership interest held by NCI		Net loss allocated to NCI during the reporting period		Accumulated NCI at the end of reporting period	
		2026	2025	2026	2025	2026	2025
		%	%	RM	RM	RM	RM
DPS	Malaysia	49	49	(301,939)	(717,002)	(4,911,829)	(4,609,890)

Summarised financial information about subsidiary with material NCI

(i) **Summarised statement of financial position**

	2026 RM	2025 RM
Current assets	4,541,946	5,059,201
Total assets	4,541,946	5,059,201
Current liabilities	14,566,086	14,467,139
Total liabilities	14,566,086	14,467,139
Net liabilities	(10,024,140)	(9,407,938)
Non controlling interests share of net liabilities	(4,911,829)	(4,609,890)

NOTES TO THE FINANCIAL STATEMENTS
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16. **Investment in subsidiaries (Cont'd)**

16.5 **Interest in subsidiary with material non controlling interests ("NCI") (Cont'd)**

(ii) **Summarised statement of comprehensive income**

	2026 RM	2025 RM
Revenue	23,261	2,985,958
Loss before tax	(616,202)	(1,463,269)
Net loss	(616,202)	(1,463,269)
Total comprehensive loss	(616,202)	(1,463,269)

(iii) **Other summarised information**

	2026 RM	2025 RM
Cash flows (used in)/from operating activities	(232,615)	234,070
Cash flows used in investing activities	-	(27,600)
Cash flows from/(used in) financing activities	160,000	(248,138)
Net decrease in cash and cash equivalents	(72,615)	(41,668)

17. **Investment in associates**

	Group		Company	
	2026 RM	**2025 RM**	**2026 RM**	**2025 RM**
Cost				
At beginning/end of year	11,071,798	11,071,798	11,071,798	11,071,798
Accumulated impairment loss				
At beginning/end of year	-	-	(300)	(300)
	11,071,798	11,071,798	11,071,498	11,071,498
Share in post acquisition profit of associates	2,144,935	80,113	-	-
Dividend received	(1,000,000)	-	-	-
Carrying amount	12,216,733	11,151,911	11,071,498	11,071,498

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17. **Investment in associates (Cont'd)**

The details of the associates are as follows:

Name of company	Country of incorporation /Place of business	Group's effective and voting interests 2026 %	2025 %	Principal activities
DVM AllSportz Asia Sdn Bhd	Malaysia	30	30	Streaming of audio and video on sports news
Tree Med Sdn Bhd ("Tree Med")	Malaysia	30	30	Distributor and commission agent in the sale of medical equipment, reagents and consumables
Modern Falcon Sdn Bhd	Malaysia	50	50	Investment holding

The financial statements of the associates are not audited by Russell Bedford LC PLT.

The summarised financial information of the major associate is as follows:

	Tree Med 2026 RM	Tree Med 2025 RM
Assets and liabilities		
Non current assets	7,080,917	6,538,449
Current assets	32,335,048	25,161,749
Total assets	39,415,965	31,700,198
Non current liabilities	8,545,571	5,122,449
Current liabilities	22,150,784	19,272,100
Total liabilities	30,696,355	24,394,549
Net assets	8,719,610	7,305,649
Results		
Revenue	82,886,686	77,698,271
Net profit/(loss)/Total comprehensive income/(loss) for the year	1,413,961	(683,519)

Reconciliation of the summarised financial information presented to the carrying amount of the interest in associates are as follows:

	Group 2026 RM	2025 RM
Group's share of net assets	3,412,434	2,347,612
Goodwill on acquisition	8,804,299	8,804,299
Carrying amount	12,216,733	11,151,911

18. **Other financial assets**

Group	Unquoted ordinary shares RM	Unquoted redeemable preference shares RM	Quoted shares RM	Quoted irredeemable convertible preference shares RM	Quoted warrants RM	Unquoted mutual funds RM	Total RM
At fair value							
At 1 April 2024	250,000	63,862	20,560,906	788,849	3,461,792	206,994	25,332,403
Additions	-	-	-	-	-	2,020	2,020
Disposals	-	-	-	-	-	(201,671)	(201,671)
Changes in fair value	-	-	(1,527,661)	(543,430)	(2,581,717)	-	(4,652,808)
At 31 March 2025	250,000	63,862	19,033,245	245,419	880,075	7,343	20,479,944
Additions	-	-	385,000	-	-	232	385,232
Disposals	-	-	(550,000)	-	-	-	(550,000)
Changes in fair value	-	-	(5,972,016)	(140,240)	(458,358)	-	(6,570,614)
At 31 March 2026	250,000	63,862	12,896,229	105,179	421,717	7,575	13,744,562
Accumulated impairment losses							
At 1 April 2024/31 March 2025/31 March 2026	249,998	-	-	-	-	-	249,998
Carrying amount							
At 31 March 2026	2	63,862	12,896,229	105,179	421,717	7,575	13,494,564
At 31 March 2025	2	63,862	19,033,245	245,419	880,075	7,343	20,229,946

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18. **Other financial assets (Cont'd)**

Company	**Unquoted ordinary shares RM**	**Unquoted redeemable preference shares RM**	**Quoted shares RM**	**Quoted irredeemable convertible preference shares RM**	**Quoted warrants RM**	**Unquoted mutual funds RM**	**Total RM**
At fair value							
At 1 April 2024	250,000	63,862	20,560,906	788,849	3,461,792	7,120	25,132,529
Additions	-	-	-	-	-	223	223
Changes in fair value	-	-	(1,527,661)	(543,430)	(2,581,717)	-	(4,652,808)
At 31 March 2025	250,000	63,862	19,033,245	245,419	880,075	7,343	20,479,944
Additions	-	-	-	-	-	232	232
Disposals	-	-	(550,000)	-	-	-	(550,000)
Changes in fair value	-	-	(6,137,016)	(140,240)	(458,358)	-	(6,735,614)
At 31 March 2026	250,000	63,862	12,346,229	105,179	421,717	7,575	13,194,562
Accumulated impairment losses							
At 1 April 2024/31 March 2025/31 March 2026	249,998	-	-	-	-	-	249,998
Carrying amount							
At 31 March 2026	2	63,862	12,346,229	105,179	421,717	7,575	12,944,564
At 31 March 2025	2	63,862	19,033,245	245,419	880,075	7,343	20,229,946

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19. **Goodwill**

	Group	
	2026	**2025**
Cost	**RM**	**RM**
At beginning/end of year	10,597,004	10,597,004
Accumulated impairment losses		
At beginning/end of year	10,597,004	10,597,004
Carrying amount	-	-

20. **Deferred tax assets/(liabilities)**

	Group		Company	
	2026	**2025**	**2026**	**2025**
	RM	**RM**	**RM**	**RM**
At beginning of year	(596,793)	(496,793)	(496,793)	(496,793)
Recognised in profit or loss (Note 9)	20,000	(100,000)	-	-
At end of year	(576,793)	(596,793)	(496,793)	(496,793)

	Group		Company	
	2026	**2025**	**2026**	**2025**
Gross:	**RM**	**RM**	**RM**	**RM**
Deferred tax assets	3,129,000	2,748,700	4,000	4,800
Deferred tax liabilities	(3,705,793)	(3,345,493)	(500,793)	(501,593)
	(576,793)	(596,793)	(496,793)	(496,793)
Presented after appropriate offsetting as follows:				
Deferred tax assets	-	-	-	-
Deferred tax liabilities	(576,793)	(596,793)	(496,793)	(496,793)

Deferred tax liabilities are in respect of the following:

	Group		Company	
	2026	**2025**	**2026**	**2025**
	RM	**RM**	**RM**	**RM**
Tax effects of:				
Fair value of investment properties	(576,793)	(596,793)	(496,793)	(496,793)
Differences between tax capital allowances and accounting depreciation	(3,129,000)	(2,748,700)	(4,000)	(4,800)
	(3,705,793)	(3,345,493)	(500,793)	(501,593)

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20. **Deferred tax assets/(liabilities) (Cont'd)**

Deferred tax assets of the Group are in respect of the following:

	Group		Tax effect	
	2026 RM	**2025 RM**	**2026 RM**	**2025 RM**
Unutilised tax losses to be utilised up to year ending				
- 31 March 2028	6,639,200	6,666,800	1,593,300	1,600,000
- 31 March 2029	1,833,200	1,382,500	440,000	332,000
- 31 March 2030	2,744,300	2,744,300	658,700	658,700
- 31 March 2031	7,501,200	7,501,200	1,800,200	1,800,200
- 31 March 2032	2,863,400	3,314,600	686,900	795,900
- 31 March 2033	2,377,600	3,251,600	570,300	780,300
- 31 March 2034	2,735,600	2,735,600	656,800	656,800
- 31 March 2035	7,749,700	4,531,900	1,859,500	1,086,700
- 31 March 2036	2,921,200	-	700,000	-
Advance consideration received from customers	1,242,000	-	298,000	-
Unabsorbed capital allowances	26,228,200	20,903,200	6,295,300	5,015,600
Differences between accounting depreciation and tax capital allowance	205,200	641,200	49,300	153,800
Differences between accounting depreciation and finance lease payments	657,000	73,000	158,000	18,000
Other deductible temporary differences	628,000	603,000	151,000	145,000
	66,325,800	54,348,900	15,917,300	13,043,000
Less: Deferred tax assets recognised	(13,037,500)	(11,452,600)	(3,129,000)	(2,748,700)
Deferred tax assets not recognised	53,288,300	42,896,300	12,788,300	10,294,300

Deferred tax assets of the Company are in respect of the following:

	Group		Tax effect	
	2026 RM	**2025 RM**	**2026 RM**	**2025 RM**
Unutilised tax losses to be utilised up to year ending				
- 31 March 2028	342,000	342,000	82,100	82,100
- 31 March 2029	633,000	633,000	151,900	151,900
- 31 March 2030	778,000	778,000	186,700	186,700
- 31 March 2031	983,000	983,000	235,900	235,900
- 31 March 2032	1,139,000	1,139,000	273,400	273,400
- 31 March 2033	1,174,000	1,174,000	281,800	281,800
- 31 March 2034	1,239,000	1,239,000	297,400	297,400
- 31 March 2035	1,189,000	1,997,000	285,400	479,300
- 31 March 2036	602,000	-	144,500	-
Unabsorbed capital allowances	60,000	76,000	14,400	18,200
	8,139,000	8,361,000	1,953,500	2,006,700
Less: Deferred tax assets recognised	(16,700)	(20,000)	(4,000)	(4,800)
Deferred tax assets not recognised	8,122,300	8,341,000	1,949,500	2,001,900

Portion of the deferred tax assets has not been recognised as it is not probable that taxable profit will be available in the foreseeable future to utilise these tax benefits.

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21. **Trade receivables**

	Group 2026 RM	Group 2025 RM
Third parties	2,041,207	2,867,109
Amount due from corporate shareholder of a subsidiary	3,735,205	3,734,854
	5,776,412	6,601,963
Less: Allowance for expected credit losses	(946,766)	(950,914)
	4,829,646	5,651,049

The Group's normal trade credit terms range from 30 to 90 days (2025: 30 to 90 days). Other credit terms are assessed and approved on a case by case basis. Trade receivables are not secured by any collateral or credit enhancements.

The movements in the allowance for expected credit losses of trade receivables during the reporting period are as follows:

	Group 2026 RM	Group 2025 RM
At beginning of year	950,914	1,003,484
Additions	175,154	256,122
Disposal of a subsidiary	-	(265,537)
Reversals	(179,302)	(43,155)
At end of year	946,766	950,914

The following table provides information on the trade receivables' credit risk exposure.

2026	Trade receivables – days past due					
Group	Not past due RM	<30 days RM	31-60 days RM	61-90 days RM	>90 days RM	Total RM
Impairment assessed through provision matrix						
Gross carrying amount	192,436	323,380	51,960	11,439	162,366	741,581
Less: Allowance for expected credit losses	(3,038)	(9,636)	(5,046)	(7,921)	(162,366)	(188,007)
	189,398	313,744	46,914	3,518	-	553,574
Impairment assessed individually						
Gross carrying amount	1,089	1,052	316,000	27	4,716,663	5,034,831
Less: Allowance for expected credit losses	-	-	(86,000)	-	(672,759)	(758,759)
	1,089	1,052	230,000	27	4,043,904	4,276,072
	190,487	314,796	276,914	3,545	4,043,904	4,829,646

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21. **Trade receivables (Cont'd)**

2025			**Trade receivables – days past due**			
Group	**Not past due RM**	**<30 days RM**	**31-60 days RM**	**61-90 days RM**	**>90 days RM**	**Total RM**
Impairment assessed through provision matrix						
Gross carrying amount	1,111,024	424,526	156,845	22,276	434,882	2,149,553
Less: Allowance for expected credit losses	(30,500)	(24,815)	(19,558)	(13,087)	(341,119)	(429,079)
	1,080,524	399,711	137,287	9,189	93,763	1,720,474
Impairment assessed individually						
Gross carrying amount	352	292	347	326	4,451,093	4,452,410
Less: Allowance for expected credit losses	-	-	-	-	(521,835)	(521,835)
	352	292	347	326	3,929,258	3,930,575
	1,080,876	400,003	137,634	9,515	4,023,021	5,651,049

22. **Other receivables, deposits and prepayments**

	Group		**Company**	
	2026 RM	**2025 RM**	**2026 RM**	**2025 RM**
Interest bearing advances due from a subsidiary at 8% (2025: 8%) per annum	-	-	6,823,376	6,150,408
Less: Allowance for expected credit losses	-	-	(6,823,376)	(6,150,408)
	-	-	-	-
Interest free advances due from subsidiaries	-	-	59,147,197	62,178,904
Less: Allowance for expected credit losses	-	-	(30,203,075)	(19,506,099)
	-	-	28,944,122	42,672,805
Interest free advances due from associates	779,916	819,916	773,946	813,946
Less: Allowance for expected credit losses	(15,893)	(15,893)	(9,923)	(9,923)
	764,023	804,023	764,023	804,023
Other receivables	12,976,589	13,115,358	12,785,468	12,880,978
Less: Allowance for expected credit losses	(12,916,848)	(13,012,494)	(12,780,304)	(12,875,948)
	59,741	102,864	5,164	5,030
Deposits	529,788	727,517	252,314	461,489
Prepayments	355,057	376,720	167,065	294,892
Advance billings	126,306	227,212	-	-
	1,834,915	2,238,336	30,132,688	44,238,239
Less: Non current portion				
Interest free advances due from subsidiaries	-	-	(2,934,945)	(12,177,290)
Advanced billings	-	(17,515)	-	-
	-	(17,515)	(2,934,945)	(12,177,290)
	1,834,915	2,220,821	27,197,743	32,060,949

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22. **Other receivables, deposits and prepayments (Cont'd)**

At the reporting date, amount due from subsidiaries of RM2,934,945 (2025: RM12,177,290) has been presented under non current assets as these advances are not expected to be realised within 12 months after the reporting date in accordance with FRSIC Consensus 31 - Classification of Amount Due from Subsidiaries and Amount Due to Holding Company that is Repayable on Demand issued by The Malaysian Institute of Accountants.

The amounts due from subsidiaries and associates represent unsecured advances receivable on demand.

The movements in the allowance for expected credit losses of other receivables during the reporting period are as follows:

	Group		Company	
	2026 RM	**2025 RM**	**2026 RM**	**2025 RM**
At beginning of year	13,028,387	13,388,387	38,542,378	28,992,122
Additions	-	-	12,108,799	9,918,204
Write offs	-	-	-	(7,948)
Reversals	(95,646)	(360,000)	(834,499)	(360,000)
At end of year	12,932,741	13,028,387	49,816,678	38,542,378

23. **Fixed deposits with licensed banks**

Fixed deposits of the Group and the Company amounting to RM2,925,175 (2025: RM2,878,927) and RM 2,883,379 (2025: RM2,826,875) respectively have been pledged with licensed banks to secure the banking facilities of the subsidiaries.

24. **Share capital**

	Group and Company			
	2026 No. of ordinary shares	**2025 No. of ordinary shares**	**2026 RM**	**2026 RM**
Issued and fully paid, with no par value:				
At beginning of year	122,602,365	3,678,221,440	193,399,478	193,399,478
Share consolidation	-	(3,555,619,075)	-	-
Share capital reduction	-	-	(96,000,000)	-
At end of year	122,602,365	122,602,365	97,399,478	193,399,478

The Company had on 7 April 2025 completed the share capital reduction by reducing the issued and paid up share capital from RM193,399,478 to RM97,399,478 by way of offsetting against accumulated losses of RM96,000,000.

In the previous reporting period, the Company completed the share consolidation of every thirty (30) existing ordinary shares in the Company into one (1) ordinary share resulting in the reduction in the number of ordinary shares from 3,678,221,440 ordinary shares to 122,602,365 ordinary shares.

The holders of ordinary shares are entitled to receive dividends as and when declared by the Company. All ordinary shares carry one vote per share without restrictions.

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25. **Lease liabilities**

	Group	
	2026	**2025**
	RM	**RM**
Other lease liabilities	2,072,606	2,072,606
Less: Portion due within one year	(885,740)	(539,535)
Non current portion	1,186,866	1,533,071
The non current portion of the lease liabilities is payable as follows:		
Later than 1 year and not later than 2 years	372,819	344,075
Later than 2 years and not later than 5 years	814,047	1,188,996
	1,186,866	1,533,071

25.1 **Nature of leasing activities**

<u>The Group as a lessee</u>

The Group makes annual lease payments for the right of use of equipment rental units, which is used in the Group's operations for the trading segment.

The Group also makes monthly lease payments for the right of use of motor vehicles and leases office buildings for use in operations. Rental contracts are typically ranging from 2 to 3 years but may have extension options.

Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants, but leased assets may not be used as security for borrowing purposes.

<u>The Group and the Company as a lessor</u>

The Group and the Company owns freehold buildings classified as investment properties, which are leased to external parties to earn rental income or for capital appreciation. These buildings of the Group and the Company are let to tenants under operating lease with rentals receivable monthly, and generally, for a lease term of 3 years.

The trading segment of the Group also leases its equipment rental units to its customers as part of its operations under operating lease with rental receivable monthly. These leases have terms of less than 1 year.

Future minimum rentals receivable under non-cancellable operating leases as at 31 March are as follows:

	Group		Company	
	2026	**2025**	**2026**	**2025**
	RM	**RM**	**RM**	**RM**
Within one year	60,000	484,135	-	53,912
Later than 1 year and not later than 2 years	-	116,000	-	-
Later than 2 years and not later than 5 years	-	20,000	-	-
	60,000	620,135	-	53,912

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25. **Lease liabilities (Cont'd)**

25.2 **Weighted average effective interest rates**

	Group	
	2026	**2025**
	%	**%**
Other lease liabilities	8.05	8.08

25.3 **Lease payments**

	Group		Company	
	2026	**2025**	**2026**	**2025**
	RM	**RM**	**RM**	**RM**
Total cash outflows	965,165	687,184	904,565	220,442

26. **Trade payables**

	Group	
	2026	**2025**
	RM	**RM**
Amount due to a corporate shareholder of a subsidiary	5,547,228	5,607,152
Accrued purchases	200,745	200,745
Third parties	1,776,275	2,093,449
	7,524,248	7,901,346

The normal credit terms granted to the Group range from 30 to 60 days (2025: 30 to 120 days). Other credit terms are granted on a case to case basis.

27. **Other payables and accruals**

	Group		Company	
	2026	**2025**	**2026**	**2025**
	RM	**RM**	**RM**	**RM**
Amount due to subsidiaries – interest free advances	-	-	571,396	1,027,449
Amount due to a corporate shareholder of a subsidiary				
- advances bearing effective interest rate of 8% (2025: 8%) per annum	728,192	728,192	-	-
Accruals	347,646	201,830	313,162	168,016
Outstanding principal payable on lease liabilities	-	718,373	-	718,373
Interest payable on lease liabilities	252,807	288,909	-	170,409
Other payables	2,624,408	2,102,864	1,433,837	565,681
Amount payable to a former subsidiary	-	7,323,374	-	7,323,374
Balance payable for purchase of intangible assets	1,213,840	2,000,000	-	-
Refundable deposits to customers of a former subsidiary	3,300,000	-	3,300,000	-
Refundable deposits received	195,931	312,735	30,035	32,668
	8,662,824	13,676,277	5,648,430	10,005,970

The amounts due to subsidiaries and a corporate shareholder of a subsidiary are unsecured and repayable on demand.

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28. **Borrowings**

	Group	
	2026	**2025**
	RM	**RM**
Bank overdrafts	1,994,059	1,992,669

The effective interest rate is as follows:

	Group	
	2026	**2025**
	%	**%**
Bank overdrafts	2.79	3.20

The borrowings of the Group are secured by way of:

(i) Corporate guarantee by the Company and a subsidiary; and
(ii) Fixed deposits as disclosed in Note 23.

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29. **Significant related party disclosures**

29.1 **Related party transactions**

Significant transactions with related parties are as follows:

Name of company	Type of transactions	Group 2026 RM	2025 RM
With corporate shareholders of subsidiaries:			
Digital Paper Sdn Bhd	Sales	-	3,358
	Interest expense	-	47,966
Fortifoods Sdn Bhd	Consultancy fee expense	-	23,160

Name of company	Type of transactions	Company 2026 RM	2025 RM
With subsidiaries:			
Agrocloud Sdn Bhd	Management fee income	30,000	-
Corporate One Training Academy Sdn Bhd	Management fee income	30,000	-
Design Dept Sdn Bhd	Management fee income	-	72,000
	Rental income	-	36,078
Digital Paper Solutions Sdn Bhd	Interest income	512,969	471,357
	Printing and stationery expenses	-	9,838
Ebizmedic Sdn Bhd	Management fee income	30,000	-
GE Green Sdn Bhd	Management fee income	30,000	-
	Rental income	-	51,744
Progenet Sdn Bhd	Management fee income	30,000	-
Progenet Innovations Sdn Bhd	Management fee income	610,000	180,000
	Rental income	-	62,400
	Subscription fee expenses	2,225	5,043

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29. **Significant related party disclosures (Cont'd)**

29.2 **Related party balances**

Individually significant outstanding balances arising from transactions other than normal trade transactions are as follows:

		Group	
	Type of transactions	**2026 RM**	**2025 RM**
Financial assets			
With associates:			
DVM AllSportz Asia Sdn Bhd	Advances	15,893	15,893
	Less: Allowance for ECL	(15,893)	(15,893)
		-	-
Tree Med Sdn Bhd	Advances	764,023	804,023
Financial liability			
With a corporate shareholder of a subsidiary			
Digital Paper Sdn Bhd	Advances	728,192	728,192

		Company	
Financial assets	**Type of transactions**	**2026 RM**	**2025 RM**
With subsidiaries:			
Digital Paper Solutions Sdn Bhd	Advances	6,823,376	6,150,408
	Less: Allowance for ECL	(6,823,376)	(6,150,408)
		-	-
GE Green Sdn Bhd	Advances	11,488,657	16,254,656
	Less: Allowance for ECL	(8,553,712)	(9,292,566)
		2,934,945	6,962,090
Progenet Innovations Sdn Bhd	Advances	40,150,947	38,836,775
	Less: Allowance for ECL	(14,187,770)	(8,342,340)
		25,963,177	30,494,435
Ebizmedic Sdn Bhd	Advances	5,590,400	5,215,200
	Less: Allowance for ECL	(5,590,400)	-
		-	5,215,200
Agrocloud Sdn Bhd	Advances	1,917,193	1,871,193
	Less: Allowance for ECL	(1,871,193)	(1,871,193)
		46,000	-
Progenet Sdn Bhd	Advances	-	1,080

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29. **Significant related party disclosures (Cont'd)**

29.2 **Related party balances (Cont'd)**

		Company	
Financial assets	**Type of transactions**	**2026 RM**	**2025 RM**
With associates:			
DVM AllSportz Asia Sdn Bhd	Advances	9,923	9,923
	Less: Allowance for ECL	(9,923)	(9,923)
		-	-
Tree Med Sdn Bhd	Advances	764,023	804,023
Financial liabilities			
With subsidiaries:			
Corporate One Training Academy Sdn Bhd	Advances	420,706	932,672
Digital Paper Solutions Sdn Bhd	Advances	96,465	94,777
Agrocloud Sdn Bhd	Advances	52,000	-
Progenet Innovations Sdn Bhd	Advances	2,225	-

29.3 **Compensation of key management personnel**

The key management personnel comprises mainly directors of the Company whose remuneration is disclosed in Note 6.

30. **Segmental information**

For management purposes, the Group is organised into business units based on the nature of business and has four reportable operating segments as follows:

Business segment

Continuing operations

Data centre and cloud services	- Provision of cloud, data centre and co-location services and other IT support services
Trading	- Trading and rental of office equipment, trading of kitchen appliances, medical products and other related services
Others	- Investment and property holding and other businesses that do not fall into above segments

Discontinued operations

Construction and renovation	- Contractor for building constructions and provision of renovation works

All the above reportable segments operate in Malaysia.

Management monitors the operating results of its business units as well as relying on the segment information as disclosed below for the purpose of making decision about resources allocation and performance assessment.

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30. **Segmental information (Cont'd)**

30.1 **Business segment**

2026	Data centre and cloud services RM	Trading RM	Others RM	Total RM	Elimination RM	Total RM
Segment Revenue						
Revenue from external customers	5,682,448	23,561	-	5,706,009	-	5,706,009
Inter-segment revenue	-	-	1,760,000	1,760,000	(1,760,000)	-
	5,682,448	23,561	1,760,000	7,466,009	(1,760,000)	5,706,009
Results						
(Loss)/Profit from operations before interest	(5,760,629)	171,209	(19,258,095)	(24,847,515)	4,773,613	(20,073,902)
Interest income	290	-	568,718	569,008	(512,969)	56,039
(Loss)/Profit from operations	(5,760,339)	171,209	(18,689,377)	(24,278,507)	4,260,644	(20,017,863)
Finance costs	(134,307)	(569,338)	-	(703,645)	512,969	(190,676)
Share in profit of associates	-	-	2,064,822	2,064,822	-	2,064,822
Loss before tax	(5,894,646)	(398,129)	(16,624,555)	(22,917,330)	4,773,613	(18,143,717)
Income tax expense	-	(34,456)	-	(34,456)	-	(34,456)
Net loss for the year	(5,894,646)	(432,585)	(16,624,555)	(22,951,786)	4,773,613	(18,178,173)
Non controlling interests	-	301,939	37,241	339,180	-	339,180
Net loss attributable to equity owners of the Company	(5,894,646)	(130,646)	(16,587,314)	(22,612,606)	4,773,613	(17,838,993)

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30. **Segmental information (Cont'd)**

30.1 **Business segment (Cont'd)**

2025	Data centre and cloud services RM	Trading RM	Others RM	Total RM	Elimination RM	Continuing operations RM	Construction and renovation (Discontinued) RM	Total RM
Segment Revenue								
Revenue from external customers	6,213,773	3,174,099	533,600	9,921,472	-	9,921,472	762,859	10,684,331
Results								
Loss from operations before interest	(5,153,377)	(246,711)	(18,631,895)	(24,031,983)	10,305,725	(13,726,258)	(890,496)	(14,616,754)
Interest income	178	-	534,054	534,232	(471,357)	62,875	-	62,875
Loss from operations	(5,153,199)	(246,711)	(18,097,841)	(23,497,751)	9,834,368	(13,663,383)	(890,496)	(14,553,879)
Finance costs	(172,105)	(601,420)	(209,776)	(983,301)	495,712	(487,589)	(7,999)	(495,588)
Share in loss of associates	-	-	(205,054)	(205,054)	-	(205,054)	-	(205,054)
Loss before tax	(5,325,304)	(848,131)	(18,512,671)	(24,686,106)	10,330,080	(14,356,026)	(898,495)	(15,254,521)
Income tax expense	(56)	(100,000)	-	(100,056)	-	(100,056)	39,486	(60,570)
Net loss for the year	(5,325,360)	(948,131)	(18,512,671)	(24,786,162)	10,330,080	(14,456,082)	(859,009)	(15,315,091)
Non controlling interests	-	717,002	140,780	857,782	-	857,782	-	857,782
Net loss attributable to equity owners of the Company	(5,325,360)	(231,129)	(18,371,891)	(23,928,380)	10,330,080	(13,598,300)	(859,009)	(14,457,309)

NOTES TO THE FINANCIAL STATEMENTS
31 MARCH 2026

30. **Segmental information (Cont'd)**

30.1 **Business segment (Cont'd)**

2026	**Data centre and cloud services RM**	**Trading RM**	**Others RM**	**Total RM**	**Elimination RM**	**Total RM**
Segment assets	31,297,275	10,177,271	61,795,392	103,269,938	(28,790,107)	74,479,831
Associates	-	-	13,216,733	13,216,733	(1,000,000)	12,216,733
	31,297,275	10,177,271	75,012,125	116,486,671	(29,790,107)	86,696,564
Segment liabilities	45,364,154	28,755,123	6,996,895	81,116,172	(59,043,461)	22,072,711
Other information						
Allowance for expected credit losses - net	(15,860)	11,711	5,683,899	5,679,750	(5,779,544)	(99,794)
Capital expenditure on:						
- plant and equipment	40,966	-	3,951	44,917	-	44,917
Depreciation on:						
- plant and equipment	3,772,636	-	16,855	3,789,491	-	3,789,491
- right of use assets	361,536	-	-	361,536	-	361,536
Fair value loss on other financial assets	-	-	6,570,614	6,570,614	-	6,570,614
Fair value (gain)/loss on investment properties	-	(300,000)	254,550	(45,450)	-	(45,450)
Impairment loss of:						
- intangible assets	-	-	6,237,600	6,237,600	-	6,237,600
Plant and equipment written off	-	-	1,440	1,440	-	1,440
Payables written off	-	-	(1,323,374)	(1,323,374)	-	(1,323,374)
Unrealised loss on foreign exchange	-	1,503	-	1,503	-	1,503

NOTES TO THE FINANCIAL STATEMENTS
31 MARCH 2026

30. **Segmental information (Cont'd)**

30.1 **Business segment (Cont'd)**

2025	Data centre and cloud services RM	Trading RM	Others RM	Total RM	Elimination RM	Continuing operations RM	Construction and renovation (Discontinued) RM	Total RM
Segment assets	35,943,194	15,386,843	84,720,068	136,050,105	(36,858,800)	99,191,305	-	99,191,305
Associates	-	-	11,151,911	11,151,911	-	11,151,911	-	11,151,911
	35,943,194	15,386,843	95,871,979	147,202,016	(36,858,800)	110,343,216	-	110,343,216
Segment liabilities	44,115,427	33,532,110	11,624,430	89,271,967	(61,730,777)	27,541,190	-	27,541,190
Other information								
Bad debts written off	-	15,714	-	15,714	-	15,714	-	15,714
Capital expenditure on:								
- plant and equipment	116,767	27,600	-	144,367	-	144,367	5,499	149,866
- investment properties	-	-	6,754,550	6,754,550	-	6,754,550	-	6,754,550
Depreciation on:								
- plant and equipment	3,765,733	122,074	73,174	3,960,981	-	3,960,981	9,296	3,970,277
- right of use assets	450,897	144,547	869,517	1,464,961	(130,564)	1,334,397	-	1,334,397
Fair value loss on other financial assets	-	-	4,652,808	4,652,808	-	4,652,808	-	4,652,808
Fair value gain on investment properties	-	(1,000,000)	-	(1,000,000)	-	(1,000,000)	-	(1,000,000)
Impairment loss of:								
- investment in subsidiaries	-	-	750,000	750,000	(750,000)	-	-	-
- plant and equipment	-	98,386	-	98,386	-	98,386	-	98,386

NOTES TO THE FINANCIAL STATEMENTS
31 MARCH 2026

30. **Segmental information (Cont'd)**

30.1 **Business segment (Cont'd)**

2025	Data centre and cloud services RM	Trading RM	Others RM	Total RM	Elimination RM	Continuing operations RM	Construction and renovation (Discontinued) RM	Total RM
Other information (Cont'd)								
Plant and equipment written off	-	11,644	46,700	58,344	-	58,344	-	58,344
Unrealised gain on foreign exchange	-	(687)	-	(687)	-	(687)	-	(687)
Gain on derecognition of lease liabilities	(17,452)	(58,460)	(280,352)	(356,264)	39,662	(316,602)	-	(316,602)
Allowance for expected credit losses - net	27,510	185,457	9,030,966	9,243,933	(9,390,966)	(147,033)	-	(147,033)

NOTES TO THE FINANCIAL STATEMENTS
31 MARCH 2026

30. **Segmental information (Cont'd)**

30.2 **Customers segment information**

In the current and previous reporting period, there is no revenue from transactions with major customers that individually accounted for 10 percent or more of the Group's revenue.

31. **Financial instruments and financial risks management**

31.1 **Categories of financial instruments**

The following table sets out the financial instruments as at the reporting date:

	Group		Company	
	2026 RM	**2025 RM**	**2026 RM**	**2025 RM**
Financial assets				
Fair value through profit or loss				
- other financial assets	13,494,564	20,229,946	12,944,564	20,229,946
Amortised cost				
- trade and other receivables	6,183,198	7,285,453	29,965,623	43,943,347
- fixed deposits with licensed banks	2,925,175	2,878,927	2,883,379	2,826,875
- cash and bank balances	1,063,845	1,697,877	149,580	462,888
	23,666,782	32,092,203	45,943,146	67,463,056
Financial liabilities				
Amortised cost				
- trade and other payables				
- non interest bearing	15,458,880	20,849,431	5,648,430	10,005,970
- interest bearing (fixed rate)	728,192	728,192	-	-
- lease liabilities (fixed rate)	2,072,606	2,072,606	-	-
- bank overdrafts	1,994,059	1,992,669	-	-
	20,253,737	25,642,898	5,648,430	10,005,970

31.2 **Financial risk management objectives and policies**

The Group's overall financial risk management programme seeks to minimise potential adverse effects on financial performance of the Group.

The Group does not hold or issue derivative financial instruments for speculative purposes.

There has been no change in the Group's exposure to these financial risks or the manner in which it manages and measures the risk.

NOTES TO THE FINANCIAL STATEMENTS
31 MARCH 2026

31. **Financial instruments and financial risks management (Cont'd)**

31.2 **Financial risk management objectives and policies (Cont'd)**

Credit risk management

The Group's credit risk is primarily attributable to its trade and other receivables and cash and bank balances. The Group minimises credit risk by dealing exclusively with high credit worthy counterparties. At reporting date, there were no significant concentrations of credit risk other than as follows:

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Amount due from one subsidiary (2025: one)	-	-	25,960,952	30,494,435

The Group's credit risk grading framework for expected credit losses ("ECL") model is as follows:

Category	Definition	Basis for recognition of ECL
Performing	The debtor has a low risk of default and a strong capacity to meet contractual cash flows.	12-month ECL
Doubtful	Amount is > 30 days past due or there has been a significant increase in credit risk since initial recognition.	Lifetime ECL – not credit impaired
Default	Amount is > 90 days past due or there is evidence indicating the asset is credit impaired.	Lifetime ECL – credit impaired
Write off	There is evidence indicating that the debtor is in severe financial difficulty and the Group has no realistic prospect of recovery.	Amount is written off

i) Trade receivables

For trade receivables, the Group has applied the simplified approach to measure the loss allowance at lifetime expected credit losses. Where appropriate, the Group determines the ECL on these items by using a provision matrix, estimated based on historical credit loss experience based on the past due status of the debtors, adjusted as appropriate to reflect current conditions and estimates of future economic conditions. Accordingly, the credit risk profile of these debtors is presented based on their past due status in terms of the provision matrix as disclosed in Note 21. In determining the ECL of other trade receivables, management has taken into account the historical default experience and the financial position of the counterparties, adjusted for factors that are specific to the debtors and general economic conditions of the industry in which the debtors operate, in estimating the probability of default of each of these financial assets occurring, as well as the loss upon default in each case. There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

ii) Other receivables

Other receivables (other than those identified below) are considered to have low credit risk as they are not due for payment at the end of the reporting period and there has been no significant increase in the risk of default on the receivables since initial recognition. Accordingly, for the purpose of impairment assessment for these receivables, the loss allowance is measured at an amount equal to 12-month ECL.

NOTES TO THE FINANCIAL STATEMENTS
31 MARCH 2026

31. **Financial instruments and financial risks management (Cont'd)**

31.2 **Financial risk management objectives and policies (Cont'd)**

Credit risk management (Cont'd)

ii) Other receivables (Cont'd)

The following other receivables are not considered to have low credit risk as there has been significant increase in the risk of default on the receivables since initial recognition:

	Group		Company	
	2026	2025	2026	2025
	RM	RM	RM	RM
Amount due from subsidiaries	-	-	28,944,122	37,456,525

The loss allowance of the above receivables is measured at an amount equal to the lifetime ECL as there has been a significant increase in credit risk since initial recognition. In determining the ECL, management has taken into account the historical default experience and the financial position of the counterparties, adjusted for factors that are specific to the debtors and general economic conditions of the industry in which the debtors operate, in estimating the probability of default of each of these financial assets occurring, as well as the loss upon default in each case. There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

iii) Bank balances (including fixed deposits)

Bank balances are held with reputable financial institutions with high credit ratings and no history of default. Impairment on bank balances has been measured on a 12-month ECL and reflects the short term maturities of the exposures. The Group considers that its bank balances have low credit risk based on the external credit ratings of the financial institutions. There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

None of the receivables that have been written off is subject to enforcement activities.

The Company provides secured financial guarantees to licensed banks in respect of banking facilities granted to a subsidiary. The Company monitors on an ongoing basis the results of the subsidiary and repayments made by the subsidiary. The maximum exposure to credit risk amounts to RM1,994,059 (2025: RM1,992,669) representing the outstanding credit facilities of the subsidiary as at reporting date.

NOTES TO THE FINANCIAL STATEMENTS
31 MARCH 2026

31. **Financial instruments and financial risks management (Cont'd)**

31.2 **Financial risk management objectives and policies (Cont'd)**

Liquidity risk management

The Group maintains sufficient cash and bank balances, and internally generated cash flows to finance its activities. The Group and the Company finances its operations by a combination of equity and bank borrowings.

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

		Contractual cash flows (including interest payments)			
Group	**Carrying amount**	**Total**	**On demand or within 1 year**	**Within 1 to 2 years**	**Within 2 to 5 years**
2026	**RM**	**RM**	**RM**	**RM**	**RM**
Non interest bearing debts	15,458,880	15,458,880	15,458,880	-	-
Interest bearing debts	4,794,857	5,409,251	4,085,131	453,984	870,136
	20,253,737	20,868,131	19,544,011	453,984	870,136
2025					
Non interest bearing debts	20,849,431	20,849,431	20,849,431	-	-
Interest bearing debts	4,793,467	5,311,418	3,518,854	453,984	1,338,580
	25,642,898	26,160,849	24,368,285	453,984	1,338,580

NOTES TO THE FINANCIAL STATEMENTS
31 MARCH 2026

31. **Financial instruments and financial risks management (Cont'd)**

31.2 **Financial risk management objectives and policies (Cont'd)**

Liquidity risk management (Cont'd)

		Contractual cash flows (including interest payments)	
Company	**Carrying amount**	**Total**	**On demand or within 1 year**
2026	**RM**	**RM**	**RM**
Non interest bearing debts	5,648,430	5,648,430	5,648,430
Corporate guarantee	-	2,050,428	2,050,428
2025			
Non interest bearing debts	10,005,970	10,005,970	10,005,970
Corporate guarantee	-	2,061,217	2,061,217

The fair value of the corporate guarantee provided to the subsidiary are not expected to be material as the total borrowings of the subsidiary are collateralised against certain fixed deposits of the Group. Further, the probability of the subsidiary defaulting on the credit facilities is remote. Accordingly, the corporate guarantee has not been recognised.

As at the reporting date, the counterparties to the corporate guarantee do not have the right to demand payment as there is no default on borrowings obtained by the subsidiary.

Interest rate risk management

Interest rate risk is the risk that the fair value or future cash flows of the Group's financial instrument will fluctuate because of changes in market interest rates.

The Group's primary interest rate risk relates to interest bearing debts. The Group manages its interest rate exposure by maintaining a prudent mix of fixed and floating rate borrowings. The Group actively reviews its debt portfolio, taking into account the investment holding period and nature of its assets. The information on maturity dates and effective interest rates of financial liabilities are disclosed in their respective notes.

The sensitivity analysis below have been determined based on the exposure to interest rates for the banking facilities at the reporting date. A 50 basis point increase or decrease is used when reporting interest rate risk internally to key management personnel and represents management's assessment of the reasonably possible change in interest rates.

A change of 50 basis points in interest rate with all other variables being held constant would have decrease or increase the Group's profitability before tax by RM10,000 (2025: RM10,000).

NOTES TO THE FINANCIAL STATEMENTS
31 MARCH 2026

31. **Financial instruments and financial risks management (Cont'd)**

31.2 **Financial risk management objectives and policies (Cont'd)**

Foreign exchange risk management

The Group transacts business in various currencies, and therefore is exposed to foreign exchange risk. Foreign currency denominated assets and liabilities together with expected cash flows from highly probable purchases and sales give rise to foreign exchange exposures.

The net financial assets and financial liabilities of the Group's components that are not denominated in the functional currency are as follows:

Functional currency of the Group's components	United States Dollar RM
2026	
Ringgit Malaysia	(21,588)
2025	
Ringgit Malaysia	(21,588)

The following table details the sensitivity to a 10% increase and decrease in the relevant foreign currencies against the respective functional currency of the Group's components. 10% is the sensitivity rate used when reporting foreign currency risk internally to key management personnel and represents management's assessment of the possible change in foreign exchange rates. The sensitivity analysis includes only outstanding foreign currency denominated monetary items adjusted at the reporting period end for a 10% change in foreign currency rates. If the relevant foreign currencies strengthen by 10% against the functional currency of the Group's components, profitability before tax will decrease by:

	Group	
	2026 RM	2025 RM
United States Dollar	(2,000)	(2,000)

The opposite applies if the relevant foreign currencies weaken by 10% against the functional currency of the Group.

The Company is not exposed to any foreign exchange risk.

Market price risk

Market price risk is the risk that the fair value or future cash flows of the Group's financial instruments will fluctuate because of changes in market prices (other than interest or exchange rates).

The Group is exposed to equity price risk arising from its investment in equity and debt instruments. For quoted instruments, these instruments are listed on the Bursa Malaysia Securities Berhad.

Management of the Group monitors these investments on a portfolio basis. Material instruments within the portfolio are managed on an individual basis and all buy and sell decisions are made by the executive directors.

NOTES TO THE FINANCIAL STATEMENTS
31 MARCH 2026

31. **Financial instruments and financial risks management (Cont'd)**

31.2 **Financial risk management objectives and policies (Cont'd)**

Market price risk (Cont'd)

The effect of a 10% strengthening in the specified prices at the end of the reporting period with all other variables held constant would increase the profitability before tax of the Group and the Company as follows:

	Group		Company	
	2026 RM	**2025 RM**	**2026 RM**	**2025 RM**
Investments listed on:				
Bursa Malaysia Securities Berhad	1,342,000	2,016,000	1,287,000	2,016,000

A 10% weakening in specified stock would have equal but opposite effect on the profitability of the Group and the Company.

32. **Capital structure and capital risk management**

The Group manages its capital to ensure that it will be able to continue as a going concern while providing an adequate return to its shareholders through the optimisation of the debt and equity balance.

The Group sets the amount of capital in proportion to risk. The Group manages the capital structure and makes adjustments to it in the light of changes in economic conditions and the risk characteristics of the underlying assets. In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares, or sell assets to reduce debt.

The Group monitors capital on the basis of the debt-to-adjusted capital ratio. This ratio is calculated as net debt divided by adjusted capital. Net debt is calculated as total debt [as shown in the statements of financial position (excluding lease liabilities)] less cash and cash equivalents. Adjusted capital comprises all components of equity and reserves that are managed as capital. There were no changes in the Group's approach to capital management during the reporting period.

The debt-to-adjusted capital ratios are as follows:

	Group		Company	
	2026 RM	**2025 RM**	**2026 RM**	**2025 RM**
Total debts	1,994,059	1,992,669	-	-
Less: Cash and bank balances and fixed deposits	(3,989,020)	(4,576,804)	(3,032,959)	(3,289,763)
Net cash	(1,994,961)	(2,584,135)	(3,032,959)	(3,289,763)
Total equity	64,623,853	82,802,026	66,588,475	84,266,983
Debt-to-adjusted capital ratio (times)	N/A	N/A	N/A	N/A

NOTES TO THE FINANCIAL STATEMENTS
31 MARCH 2026

33. **Fair value of assets and liabilities**

33.1 **Financial instruments not carried at fair value and whose carrying amounts are reasonable approximation of fair value**

The carrying amounts of cash and cash equivalents, trade and other receivables and payables, and other liabilities approximate their respective fair values due to the relatively short-term maturity of these financial instruments.

The fair values of the Group's lease liabilities approximate their carrying amounts as these instruments were entered/initially recognised with interest rates which are reasonable approximation of the market interest rates on or near reporting date.

33.2 **Fair value hierarchy**

The Group categorises fair value measurements using a fair value hierarchy that is dependent on the valuation inputs used as follows:

- Level 1 fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities;
- Level 2 fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the assets or liabilities, either directly (i.e. prices) or indirectly (i.e. derived from prices); and
- Level 3 fair value measurements are those derived from valuation techniques that include inputs for the assets or liabilities that are not based on observable market data (unobservable inputs).

33.3 **Financial instruments and non financial assets carried at fair value**

The following table provides an analysis of each class of assets and liabilities measured at fair value at the end of the reporting period:

	Group			
	Fair value measurement at the end of the reporting period using			
	Level 1	**Level 2**	**Level 3**	**Total**
2026	**RM**	**RM**	**RM**	**RM**
Recurring fair value measurement				
Financial assets:				
Other financial assets				
Unquoted equity investments	-	-	63,864	63,864
Quoted investments	13,423,125	-	-	13,423,125
Unquoted mutual funds	-	-	7,575	7,575
Non financial assets:				
Investment properties				
Freehold buildings	-	20,900,000	-	20,900,000

NOTES TO THE FINANCIAL STATEMENTS
31 MARCH 2026

33. **Fair value of assets and liabilities (Cont'd)**

33.3 **Financial instruments and non financial assets carried at fair value (Cont'd)**

	Group			
	Fair value measurement at the end of the reporting period using			
	Level 1	**Level 2**	**Level 3**	**Total**
2025	**RM**	**RM**	**RM**	**RM**
Recurring fair value measurement				
Financial assets:				
Other financial assets				
Unquoted equity investments	-	-	63,864	63,864
Quoted investments	20,158,739	-	-	20,158,739
Unquoted mutual funds	-	-	7,343	7,343
Non financial assets:				
Investment properties				
Freehold buildings	-	25,954,550	-	25,954,550

	Company			
	Fair value measurement at the end of the reporting period using			
	Level 1	**Level 2**	**Level 3**	**Total**
2026	**RM**	**RM**	**RM**	**RM**
Recurring fair value measurement				
Financial assets:				
Other financial assets				
Unquoted equity investments	-	-	63,864	63,864
Quoted investments	12,873,125	-	-	12,873,125
Unquoted mutual funds	-	-	7,575	7,343
Non financial assets:				
Investment properties				
Freehold buildings	-	15,500,000	-	15,500,000
2025				
Recurring fair value measurement				
Financial assets:				
Other financial assets				
Unquoted equity investments	-	-	63,864	63,864
Quoted investments	20,158,739	-	-	20,158,739
Unquoted mutual funds	-	-	7,343	7,343
Non financial assets:				
Investment properties				
Freehold buildings	-	15,754,550	-	15,754,550

There were no transfers between these levels of fair value in the current and previous reporting periods.

NOTES TO THE FINANCIAL STATEMENTS
31 MARCH 2026

33. **Fair value of assets and liabilities (Cont'd)**

33.3 **Financial instruments and non financial assets carried at fair value (Cont'd)**

Valuation techniques used to derive Level 2 fair values

Investment properties

In the current reporting period

The fair value of investment properties of the Company under Level 2 was stated by the directors based on professional valuations carried out by Mr Nagalingam T., a registered valuer with Azmi & Co (Shah Alam) Sdn Bhd, in March 2025 using the comparison approach of valuation.

An update of the valuations was carried out by the same valuer in May 2026. The fair value of the investment properties remained unchanged.

The fair value of investment properties of a subsidiary under Level 2 was stated by the directors based on professional valuations carried out by Sr. Abu Shufian Bin Amir Ajil., a registered valuer with IPC Island Property Consultants Sdn Bhd, in June 2026 using the comparison approach of valuation.

The comparison approach considers the sales of similar or substitute properties and related market data, and establishes a value estimate by processes involving comparison. In general, the property being valued is compared with sales of similar properties that have been transacted in the open market. Listing and offering may also be considered. Valuation may be significantly affected by the timing and the characteristics (such as location, accessibility, design, size, improvements and amenities) of the property transactions used for comparison.

In the previous reporting period

The fair value of investment properties of the Company and of a subsidiary under Level 2 was stated by the directors based on professional valuations carried out by Mr Nagalingam T., a registered valuer with Azmi & Co (Shah Alam) Sdn Bhd, in March 2025 using the comparison approach of valuation.

The comparison approach considers the sales of similar or substitute properties and related market data, and establishes a value estimate by processes involving comparison. In general, the property being valued is compared with sales of similar properties that have been transacted in the open market. Listing and offering may also be considered. Valuation may be significantly affected by the timing and the characteristics (such as location, accessibility, design, size, improvements and amenities) of the property transactions used for comparison.

Valuation techniques used to derive Level 3 fair values

a) **Unquoted equity investments**

The fair value of the unquoted equity investments is determined by reference to the audited net assets of the investees.

b) **Unquoted mutual funds**

The fair value of the unquoted mutual funds is determined by reference to the net assets per unit of the funds.

34. **Events subsequent to the reporting date**

On 1 June 2026, a subsidiary of the Group, GE Green Sdn Bhd, entered into multiple sale and purchase agreements to dispose of one unit of its five-storey shop lot investment property for a total cash consideration of RM5,400,000.

LIST OF PROPERTIES

Location	Description/ Existing Use	Area	Tenure	Approximate Age of Property (years)	Fair Value as at 31.03.2026 (RM)	Year of Acquisition (A) and date of Valuation (V)
Parcel No. CS/3A/7, Storey No. Level 7, Building No. 3A, Plaza Sentral, Jalan Stesen Sentral 5, 50470 Kuala Lumpur	Office	8,060 sq. ft.	Freehold	22	9,000,000	2004 (A) 11.05.2026 (V)
Unit No. B20 Level: G (Ground Floor), Level: L1 (First Floor), Level: L2 (Second Floor), Level: L3 (Third Floor), Level: L4 (Forth Floor), Block B20 situated in Aurora Place @ Bukit Jalil, Kuala Lumpur	Office / Shoplots	6,055 sq. ft.	Freehold	7	5,100,000	2014 (A) 28.3.2025 (V)
Ground Floor, Unit: G-01, Block A, The Pano, No. 556, Batu 3 ½, Jalan Ipoh, 51200 Kuala Lumpur.	Retail Shoplots	75 sq. ft.	Freehold	2	770,000	2024 (A) 11.05.2026 (V)
Ground Floor, Unit: G-02, Block A, The Pano, No. 556, Batu 3 ½, Jalan Ipoh, 51200 Kuala Lumpur.	Retail Shoplots	53 sq. ft.	Freehold	2	540,000	2024 (A) 11.05.2026 (V)
Ground Floor, Unit: Unit: G-03, Block A, The Pano, No. 556, Batu 3 ½, Jalan Ipoh, 51200 Kuala Lumpur.	Retail Shoplots	169 sq. ft.	Freehold	2	1,730,000	2024 (A) 11.05.2026 (V)
Ground Floor, Unit: G-03A, Block A, The Pano, No. 556, Batu 3 ½, Jalan Ipoh, 51200 Kuala Lumpur.	Retail Shoplots	169 sq. ft.	Freehold	2	1,730,000	2024 (A) 11.05.2026 (V)
Ground Floor, Unit: G-05, Block A, The Pano, No. 556, Batu 3 ½, Jalan Ipoh, 51200 Kuala Lumpur.	Retail Shoplots	169 sq. ft.	Freehold	2	1,730,000	2024 (A) 11.05.2026 (V)

ANALYSIS OF SHAREHOLDINGS
AS AT 30 JUNE 2026

Issued and Paid Up Share Capital	122,602,365
Class of Shares	Ordinary shares
Voting Rights	One (1) vote per ordinary share
Numbers of Shareholders	12,409

DISTRIBUTION OF SHAREHOLDERS

Size of Holdings	No. of Shareholders	% of Shareholders	No. of Shares	% of Issued Share Capital
Less than 100	3,034	24.45	101,086	0.08
100 – 1,000	3,878	31.25	1,911,824	1.56
1,001 – 10,000	4,242	34.18	16,068,874	13.11
10,001 – 100,000	1,119	9.02	31,779,188	25.92
100,001 to less than 5% of issued shares	134	1.08	59,274,727	48.35
5% and above of issued shares	2	0.02	13,466,666	10.98
Total	**12,409**	**100.00**	**122,602,365**	**100.00**

SUBSTANTIAL SHAREHOLDERS AS AT 30 JUNE 2026
(as per the Register of Substantial Shareholders)

	Direct No. of Shares	%	Indirect No. of Shares	%
Dato' Seri Farhash Wafa Salvador, J.P	6,800,000	5.55	-	-
Roy Ho Yew Kee	7,563,332	6.17	-	-

DIRECTORS' SHAREHOLDINGS AS AT 30 JUNE 2026
(as per the Register of Directors' Shareholding)

	Direct No. of Shares	%	Indirect No. of Shares	%
Dato' Seri Farhash Wafa Salvador, J.P	6,800,000	5.55	-	-
Roy Ho Yew Kee	7,563,332	6.17	-	-
Sandraruben A/L Neelamagham *(Resigned on 7 July 2026)*	333,333	0.27	-	-
Lee Kien Fatt	-	-	-	-
Dr Azizah Binti Sulaiman	-	-	-	-
Ahmad Rasyad Bin Anwar	-	-	-	-

ANALYSIS OF SHAREHOLDINGS
AS AT 30 JUNE 2026

LIST OF TOP 30 LARGEST SECURITIES ACCOUNTS HOLDERS (ACCORDING TO THE REGISTER OF DEPOSITORS AS AT 30 JUNE 2026)

	Names	No. of Shares	% of Shares
1.	Dato' Seri Farhash Wafa Salvador, J.P	6,800,000	5.55
2.	Affin Hwang Nominees (Tempatan) Sdn. Bhd. Exempt An for Lazarus Securities Pty Ltd	6,666,666	5.44
3.	M & A Nominee (Tempatan) Sdn Bhd SFGHK Limited for Champagne Carbon Asia Limited	5,806,100	4.74
4.	Cubetech Asia Sdn Bhd	3,778,400	3.08
5.	Choong Kean Leang	3,716,666	3.03
6.	Aminul Islam Bin Abdul Nor	3,340,000	2.72
7.	Woon Jing Wei	2,187,213	1.78
8.	Lim Boon Liat	1,400,000	1.14
9.	Tan Kong Han	1,264,000	1.03
10.	GP Autobat Sdn Bhd	1,257,200	1.03
11.	CGS International Nominees Malaysia (Asing) Sdn. Bhd. Exempt An for CGS International Securities Singapore Pte. Ltd. (Retail Clients)	1,238,031	1.01
12.	M & A Nominee (Tempatan) Sdn Bhd Exempt An for SFGHK Limited (Account Client)	1,176,666	0.96
13.	Cendiriang Asset Sdn Bhd	1,169,033	0.95
14.	Tan Suang Nooi	1,010,000	0.82
15.	Ong Teong Yew	937,673	0.77
16.	Tan Eng Tian	911,500	0.74
17.	Tee Chee Seng	908,333	0.74
18.	Ng Choon Kiat	816,666	0.67
19.	Sim Mui Khee	800,000	0.65
20.	CGS International Nominees Malaysia (Tempatan) Sdn. Bhd. Pledged Securities Account for Lim Soon Chai (Langkap)	750,000	0.61
21.	Kenanga Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Saw Jun-Yu	741,300	0.61
22.	Affin Hwang Nominees (Asing) Sdn Bhd Exempt An for SFGHK Limited (Account Client)	736,700	0.60
23.	HSBC Nominees (Asing) Sdn Bhd Exempt An for Morgan Stanley & Co. International PLC (IPB Client Acct)	670,000	0.55
24.	APEX Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account for Roslan Bin Jamal (Margin)	600,000	0.49
25.	Peh Lon Pah @ Pei Tze Chiang	580,000	0.47
26.	Ng Kah Kit	575,100	0.47
27.	Mohamad Haris Bin Abdul Latiff	531,203	0.43
28.	Digital Paper Sdn. Bhd.	501,457	0.41
29.	Ong Peng Yeo	499,600	0.41
30.	Kenanga Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Michael Heng Chun Hong	491,620	0.40
	TOTAL	**51,861,127**	**42.30**

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the Twenty-Third (23rd) Annual General Meeting of Key Alliance Group Berhad ("**KAG**" or "**the Company**") will be held at Lot 4.1, 4th Floor, Menara Lien Hoe, No. 8, Persiaran Tropicana, Tropicana Golf & Country Resort, 47410 Petaling Jaya, Selangor Darul Ehsan on Friday, 28 August 2026 at 10.00 a.m., or any adjournment thereof, for the purpose of transacting the following businesses:

AGENDA

1.	To receive the Audited Financial Statements for the financial year ended 31 March 2026 together with the Directors' and Auditors' Reports thereon.	**Please refer to Explanatory Note 1**
2.	To approve the payment of Directors' fees and other benefits payable of up to RM500,000 to be divided amongst the Directors in such manner as the Directors may determine for the period commencing from 28 August 2026 until the conclusion of the next Annual General Meeting of the Company.	Ordinary Resolution 1
3.	To re-elect Dr Azizah Binti Sulaiman, who retires pursuant to Clause 90 of the Company's Constitution.	Ordinary Resolution 2
4.	To re-elect Encik Ahmad Rasyad Bin Anwar, who retires pursuant to Clause 98 of the Company's Constitution.	Ordinary Resolution 3
5.	To re-appoint Messrs Russell Bedford LC PLT as External Auditors of the Company and to authorise the Directors to fix their remuneration.	Ordinary Resolution 4

SPECIAL BUSINESSES :
To consider and, if thought fit, to pass the following Resolution:

6. **Authority to Allot and Issue Shares Pursuant to Sections 75 and 76 of the Companies Act 2016** — Ordinary Resolution 5

   "**THAT** pursuant to Sections 75 and 76 of the Companies Act 2016 ("**the Act**") and subject to the approvals of the relevant governmental/regulatory authorities, the Directors be and are hereby empowered to issue shares in the capital of the Company from time to time and upon such terms and conditions and for such purposes as the Directors, may in their absolute discretion deem fit, provided that the aggregate number of shares issued pursuant to this resolution does not exceed 10% of the issued share capital of the Company for the time being and that the Directors be and are hereby also empowered to obtain approval from the Bursa Malaysia Securities Berhad for the listing and quotation of the additional shares so issued and that such authority shall continue to be in force until the conclusion of the next Annual General Meeting of the Company.

   AND THAT pursuant to Section 85 of the Act to be read together with Clause 9 of the Constitution of the Company, approval be and is hereby given for the Company to waive the statutory pre-emptive rights of the shareholders and empower the Directors of the Company to issue and allot new ordinary shares pursuant to Sections 75 and 76 of the Act without offering them to the existing members to maintain their relative voting and distribution right and such new shares shall rank pari passu in all respects with the existing class of ordinary shares."

7. To transact any other business of the Company for which due notice shall have been given.

By order of the Board,

CHONG VOON WAH (SSM PC No. 202008001343) (MAICSA 7055003)
THAI KIAN YAU (SSM PC No. 202008001515) (MIA 36921)
Company Secretaries

Kuala Lumpur
31 July 2026

NOTICE OF ANNUAL GENERAL MEETING

Notes:

1. *Only depositors whose names appear in the Record of Depositors as at 19 August 2026 shall be regarded as members and be entitled to attend, participate, speak and vote at the 23rd AGM.*

2. *A member shall be entitled to appoint another person as his/her proxy to exercise all or any of his/her rights to attend, participate, speak and vote in his/her stead pursuant to Section 334 of the Companies Act 2016. There shall be no restriction as to the qualification of the proxy.*

3. *Where a member of the Company is an Exempt Authorised Nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("**Omnibus Account**"), there is no limit to the number of proxies which the Exempt Authorised Nominee may appoint in respect of each Omnibus Account it holds.*

4. *Where a member appoints more than one (1) proxy, the appointment shall be invalid unless he/she specifies the proportion of his/her shareholding to be represented by each proxy.*

5. *Any alterations in the Proxy Form must be initialed by the member.*

6. *The instrument appointing a proxy shall be in writing under the hand of the appointer or his/her attorney duly authorised in writing. If the appointer is a corporation, the instrument must be executed under its Common Seal or under the hand of an attorney so authorised.*

7. *The instrument appointing a proxy and the power of attorney or other authority, if any, under which it is signed or a notarially certified copy of that power of attorney, must be deposited at the Registrar Office of the Company at No. 2-1, Jalan Sri Hartamas 8, Sri Hartamas, 50480 Kuala Lumpur or via e-mail at ir@shareworks.com.my not less than twenty-four (24) hours before the time appointed for holding this meeting or any adjournment thereof as Rule 8.31A(1) of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad requires all resolutions set out in the Notice of 23rd AGM to vote by poll.*

EXPLANATORY NOTES

1. Audited Financial Statements for the Financial Year Ended 31 March 2026

Agenda No. 1 is meant for discussion only, as Section 340(1) (a) of the Companies Act 2016 provides that the audited financial statements are to be laid in the general meeting and do not require a formal approval of the shareholders. Hence, this Agenda item is not put forward for voting.

2. Ordinary Resolution 1: To Approve the Payment of Directors' Fees and Other Benefits Payable

The Directors' fees and other benefits payable are calculated based on the number of scheduled Board and Committee Meetings to be held for the period commencing from 28 August 2026 until the conclusion of the next Annual General Meeting of the Company, assuming that all the Directors will hold office until the end of the subject financial year.

This resolution is to facilitate payment of Directors' fees and allowances on a monthly basis and/or as and when required. In the event the Directors' fees and allowances proposed are insufficient (e.g. due to more meetings), approval will be sought at the next Annual General Meeting for additional fees to meet the shortfall.

NOTICE OF ANNUAL GENERAL MEETING

EXPLANATORY NOTES (CONT'D)

3. Ordinary Resolutions 2 and 3: Re-election of Directors

The following Directors are standing for re-election as Directors of the Company pursuant to the following clauses of the Company's Constitution at the 23rd Annual General Meeting of the Company and are being eligible, have offered themselves for re-election in accordance with the Company's Constitution:

(a) Dr Azizah Binti Sulaiman (Clause 90); and
(b) Encik Ahmad Rasyad Bin Anwar (Clause 98).

(collectively referred to as "***Retiring Directors***")

For the purpose of determining the eligibility of the Retiring Directors to stand for re-election at the 23rd AGM, the Board, through its Nomination Committee ("**NC**"), had assessed the Retiring Directors and considered the following:

(a) The Retiring Directors' performance and contribution;
(b) The Retiring Directors' skills, experience and strength in qualities; and
(c) The Retiring Directors' ability to act in the best interest of the Company in decision-making.

The Board and the NC had deliberated on the suitability of the Retiring Directors to be re-elected as Directors. Upon deliberation, the Board and the NC (except for the Retiring Directors who had abstained from deliberations and decisions on their own eligibility to stand for re-election at the relevant Board and Committees meetings) collectively agreed that the Retiring Directors meet the criteria of character, experience, integrity, competence and time commitment to effectively discharge their respective roles as Directors of the Company and recommended the Retiring Directors be re-elected as the Directors of the Company.

Further, the NC has considered and affirmed, and the Board has endorsed that Dr Azizah Binti Sulaiman, who is seeking re-election at the forthcoming 23rd Annual General Meeting of the Company, comply with the independence criteria as prescribed in the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad and remain independent in exercising her judgment and in carrying out her duties as Independent Non-Executive Director of the Company.

4. Ordinary Resolution 4: Re-appointment of External Auditors

The Board, through the Audit and Risk Management Committee, had conducted an assessment on the suitability, objectivity and independence of Messrs Russell Bedford LC PLT in respect of the financial year ended 31 March 2026. The Board was satisfied with the performance of Messrs Russell Bedford LC PLT and recommended the re-appointment of Messrs Russell Bedford LC PLT as External Auditors of the Company to hold office until the conclusion of the next Annual General Meeting of the Company in accordance with Section 271 of the Companies Act 2016.

5. Ordinary Resolution 5: Authority to Allot and Issue Shares Pursuant to Sections 75 and 76 of the Companies Act 2016

The proposed Ordinary Resolution 5, if passed, is the renewal of the general mandate to empower the Directors to issue and allot shares up to an amount not exceeding 10% of the issued share capital of the Company for the time being for such purposes as the Directors consider would be in the best interest of the Company ("**General Mandate**"). This authority, unless revoked or varied by the Company at a General Meeting, will expire at the next Annual General Meeting.

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

NOTICE OF ANNUAL GENERAL MEETING

EXPLANATORY NOTES (CONT'D)

5. **Ordinary Resolution 5: Authority to Allot and Issue Shares Pursuant to Sections 75 and 76 of the Companies Act 2016 (Cont'd)**

Pursuant to Section 85(1) of the Companies Act 2016, read together with Clause 9 of the Company's Constitution, shareholders have pre-emptive rights to be offered any new shares in the Company which rank equally to the existing issued shares in the Company:

Section 85(1) of the Companies Act 2016 states:

Subject to the constitution, where a company issues shares which rank equally to existing shares as to voting or distribution rights, those shares shall first be offered to the holders of existing shares in a manner which would, if the offer were accepted, maintain the relative voting and distribution rights of those shareholders.

Clause 9 of the Company's Constitution provides as follows:

Subject to any direction to the contrary that may be given by the Company in a general meeting, all new Shares or other Convertible Securities shall, before issue, be offered to such persons as at the date of the offer are entitled to receive notices from the Company of general meetings in proportion as nearly as the circumstances admit, to the amount of the existing Shares or Securities to which they are entitled. The offer shall be made by notice specifying the number of Shares or Securities offered, and limiting a time within which the offer, if not accepted, will be deemed to be declined, and after the expiration of that time, or on the receipt of any intimation from the person to whom the offer is made that he declines to accept the Shares or Securities offered, the Directors may dispose of those Shares or Securities in such manner as they think most beneficial to the Company. The Directors may likewise also dispose of any new Shares or Securities which (by reason of the ratio which the new Shares or Securities bear to Shares or Securities held by persons entitled to an offer of new Shares or Securities) cannot, in the opinion of the Directors, be conveniently offered in the manner provided under this Constitution.

In order for the Board to issue any new shares free of pre-emptive rights, such pre-emptive rights must be waived. The proposed Ordinary Resolution 5, if passed, will exclude your pre-emptive rights over all new shares in the Company to be issued under the general mandate.

As at the date of this Notice, the Company has not issued any new shares pursuant to the General Mandate granted to the Directors at the Twenty-Second (22nd) Annual General Meeting held on 29 August 2025, and the said General Mandate will lapse at the conclusion of the 23rd Annual General Meeting.

STATEMENT ACCOMPANYING NOTICE OF ANNUAL GENERAL MEETING
(Pursuant to Rule 8.29 (2) of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad)

As at the date of this notice, there are no individuals who are standing for election as Directors (excluding the above Directors who are standing for re-election) at the 23rd Annual General Meeting.

The Company will seek shareholders' approval on the general mandate for the issue of securities in accordance with Rule 6.04 (3) of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad. Please refer to the proposed Ordinary Resolution 5 as stated in the Notice of the 23rd Annual General Meeting of the Company for the details.

TWENTY-THIRD (23RD) ANNUAL GENERAL MEETING
ADMINISTRATIVE GUIDE

Date & Time : Friday, 28 August 2026 at 10.00 a.m

Meeting Venue : Level 4.1, 4th Floor, Menara Lien Hoe
No. 8, Persiaran Tropicana, Tropicana Golf & Country Resort
47410 Petaling Jaya, Selangor

Registration for the Twenty-Third (23rd) Annual General Meeting ("AGM")

1. Registration counter will open at 9.00 a.m. on the day of the AGM up to the time of the commencement of the AGM at 10.00 a.m.

2. Please produce your ORIGINAL Identity Card ("IC") or Passport (for foreign shareholders) during registration for verification. Only the original IC or Passport is valid for registration.

3. Upon verification, you are required to sign the Attendance List and will be given a wristband for entry to the meeting venue. There will be no replacement of the wristband in the event that you lose or misplace the wristband.

4. Please note that you are not allowed to register on behalf of another shareholder/proxy, even with the original IC or Passport of that other shareholder/proxy. Please make sure you collect your IC or Passport after the registration.

Other Information for the Attendance at the Meeting Venue

5. All attendees at the meeting venue must be fully vaccinated or medically fit to attend without any transmissible health condition. Although the wearing of a face mask in an enclosed area is now optional, you are encouraged to wear your face mask throughout the meeting session.

6. In the events of you are unwell or display symptoms of illness, the Company also reserve the right to reject the entrance of any attendee who does not meet the foregoing health standard operating procedures.

7. Parking bays are available at Menara Lien Hoe. Kindly use Touch 'n Go (with a minimum RM 20.00 card balance), debit or credit card to enter the parking bay as it is a cashless payment system.

8. All attendees are required to register with the security personnel at the lobby of the building before they can gain access to the 4th Floor for the AGM.

General Meeting Records of Depositors

9. For the purpose of determining members' eligibility to attend this meeting, only members whose names appear in the Record of Depositors of the Company as at **19 August 2026** shall be entitled to attend this meeting or appoint proxy(ies) to attend and/or vote on his/her behalf.

APPOINTMENT OF PROXY OR ATTORNEY OR BY AUTHORISED REPRESENTATIVE

10. If a member is unable to attend the AGM, he/she/it is encouraged to appoint the Chairman of the AGM as his/her/its Proxy and indicate the voting instructions in the Form of Proxy in accordance with the notes and instructions printed therein.

11. If you wish to participate in the AGM yourself, please do not submit any Form of Proxy for the AGM. You will not be allowed to participate in the AGM together with the proxy appointed by you.

12. Where a member of the Company is an Exempt Authorised Nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("Omnibus Account"), there is no limit to the number of proxies which the Exempt Authorised Nominee may appoint in respect of each Omnibus Account it holds.

TWENTY-THIRD (23RD) ANNUAL GENERAL MEETING
ADMINISTRATIVE GUIDE

APPOINTMENT OF PROXY OR ATTORNEY OR BY AUTHORISED REPRESENTATIVE (CONT'D)

13. Where a member appoints more than one (1) proxy, the appointment shall be invalid unless he/she specifies the proportion of his/her shareholding to be represented by each proxy.

14. The instrument appointing a proxy shall be in writing under the hand of the appointer or his/her attorney duly authorised in writing. If the appointer is a corporation, the instrument must be executed under its Common Seal or under the hand of an attorney so authorised.

15. The instrument appointing a proxy and the power of attorney or other authority, if any, under which it is signed or a notarially certified copy of that power of attorney, must be deposited at the Registrar Office of the Company at No. 2-1, Jalan Sri Hartamas 8, Sri Hartamas, 50480 Kuala Lumpur or via e-mail at ir@shareworks.com.my no later than 27 August 2026 at 10.00 a.m.

16. If a member has submitted his/her Form of Proxy prior to the AGM and subsequently decides to personally participate in the AGM, the individual member must contact the Company's Share Registrar or the Company, whose contact details are set out in No. 20 below, to revoke the appointment of his/her proxy no later than 27 August 2026 at 10.00 a.m.

Poll Voting

17. The voting at the AGM will be conducted by way of poll in accordance with Rule 8.31A of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad. The Company has appointed ShareWorks Sdn. Bhd. as the Poll Administrator to conduct the poll by way of electronic voting and SharePolls Sdn. Bhd. as the Scrutineers to verify the poll results. Upon completion of the voting session for the AGM, the Scrutineers will verify and announce the poll results, followed by the Chairman's declaration of whether the resolutions are duly passed.

No Recording or Photography

18. Strictly **NO recording or photography** of the proceedings of the AGM is allowed.

No Gifts, E-Vouchers or Food Vouchers

19. There will be no distribution of gifts, e-vouchers or food vouchers to the Members or Proxy(ies)/Corporate Representative(s) who participate in the AGM.

Enquiry

20. If you have any enquiry prior to the meeting, please contact the following officers during office hours [from 9.00 a.m. to 5.30 p.m. (Monday to Friday)]:

For Registration, logging in and system related:
InsHub Sdn. Bhd.

Name: Ms. Eris/Ms. Ameera/Ms. Yong Qi
Telephone No.: +603-7688 1013
Email: vgm@mlabs.com

For Form of Proxy:
ShareWorks Sdn. Bhd.

Name: Mr. Kou Si Qiang/Mdm. Maria Fong
Telephone No.: +603-6201 1120
Email: ir@shareworks.com.my

KEY ALLIANCE GROUP BERHAD
Registration No.: 200301007533 (609953-K)
(Incorporated in Malaysia)

FORM OF PROXY

CDS Account No.:	
No. of Shares held:	

I/We, ____
[Full name in block and NRIC No. / Registration No.]
Tel. No ____________________________ of____

____
[Address]
being a member/members of KEY ALLIANCE GROUP BERHAD, hereby appoint:-

Full Name (in Block)	**NRIC/Passport No.**	**Proportion of Shareholdings**	
		No. of Shares	**%**
Address	**Contact No:**		
	Email Address:		

and / or* (*delete as appropriate)

Full Name (in Block)	**NRIC/Passport No.**	**Proportion of Shareholdings**	
		No. of Shares	**%**
Address	**Contact No:**		
	Email Address:		

or failing him, the Chairman of the meeting as my/our proxy to attend and to vote for me/us on my/our behalf at the Twenty-Third (23rd) Annual General Meeting of the Company to be held at Lot 4.1, 4th Floor, Menara Lien Hoe, No. 8, Persiaran Tropicana, Tropicana Golf & Country Resort, 47410 Petaling Jaya, Selangor Darul Ehsan on Friday, 28 August 2026 at 10.00 a.m., or any adjournment thereof, and to vote as indicated below:

No.	Agenda	Resolution	For	Against
1.	To approve the payment of Directors' fees and other benefits payable to the Directors.	**Ordinary Resolution 1**		
2.	To re-elect Dr Azizah Binti Sulaiman as Director.	**Ordinary Resolution 2**		
3.	To re-elect Encik Ahmad Rasyad Bin Anwar as Director.	**Ordinary Resolution 3**		
4.	To re-appoint Messrs Russell Bedford LC PLT as External Auditors of the Company for the ensuing year and to authorise the Directors to fix their remuneration.	**Ordinary Resolution 4**		
5.	To approve the authority to allot and issue shares pursuant to Sections 75 and 76 of the Companies Act 2016.	**Ordinary Resolution 5**		

(Please indicate with an "X" in the space provided on how you wish your vote to be cast. If no specific direction as to voting is given, the proxy will vote or abstain at his/her discretion)

Dated this ____________________________

____
Signature*
Member
(* if shareholder is a corporation, this form should be executed under seal)

Notes:-

1. *Only depositors whose names appear in the Record of Depositors as at 19 August 2026 shall be regarded as members and be entitled to attend, participate, speak and vote at the 23rd AGM.*
2. *A member shall be entitled to appoint another person as his/her proxy to exercise all or any of his/her rights to attend, participate, speak and vote in his/her stead pursuant to Section 334 of the Companies Act 2016. There shall be no restriction as to the qualification of the proxy.*
3. *Where a member of the Company is an Exempt Authorised Nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("**Omnibus Account**"), there is no limit to the number of proxies which the Exempt Authorised Nominee may appoint in respect of each Omnibus Account it holds.*
4. *Where a member appoints more than one (1) proxy, the appointment shall be invalid unless he/she specifies the proportion of his/her shareholding to be represented by each proxy.*
5. *Any alterations in the Proxy Form must be initialed by the member.*
6. *The instrument appointing a proxy shall be in writing under the hand of the appointer or his/her attorney duly authorised in writing. If the appointer is a corporation, the instrument must be executed under its Common Seal or under the hand of an attorney so authorised.*
7. *The instrument appointing a proxy and the power of attorney or other authority, if any, under which it is signed or a notarially certified copy of that power of attorney, must be deposited at the Registrar Office of the Company at No. 2-1, Jalan Sri Hartamas 8, Sri Hartamas, 50480 Kuala Lumpur or via e-mail at ir@shareworks.com.my not less than twenty-four (24) hours before the time appointed for holding this meeting or any adjournment thereof as Rule 8.31A(1) of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad requires all resolutions set out in the Notice of 23rd AGM to vote by poll.*

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Affix Stamp

THE SHARE REGISTRAR OF
KEY ALLIANCE GROUP BERHAD
COMPANY REGISTRATION NO. 200301007533 (609953-K)

SHAREWORKS SDN. BHD.
No. 2-1, Jalan Sri Hartamas 8, Sri Hartamas
50480 Kuala Lumpur, Malaysia

Please fold here

www.kag.com.my

KEY ALLIANCE GROUP BERHAD

Registration No.: 200301007533 (609953-K)

Lot 4.2, 4th Floor, Menara Lien Hoe,
No. 8, Persiaran Tropicana,
Tropicana Golf & Country Resort,
47410 Petaling Jaya,
Selangor Darul Ehsan,
Malaysia.

(+603) 7800 9688

kgroup@kag.com.my