



KHPT

KHPT HOLDINGS BERHAD
Registration No. 201901005770 (1315097-M)

MASTERY IN PRECISION MANUFACTURING OF AUTOMOTIVE PARTS

ANNUAL REPORT 2025



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SCAN ME

Scan the QR Code or go to our corporate website, <https://khpt.com.my>



GROUP INFORMATION

BOARD OF DIRECTORS

Datuk Noripah Binti Kamso

Independent Non-Executive Chairperson

Datin See Hui Png

Group Managing Director

Dato' Tang Ngat Ngoh

Independent Non-Executive Director

Datuk Noor Azian Binti Shaari

Independent Non-Executive Director

Chan Yan San

Independent Non-Executive Director

Ang Yoke Kee

Independent Non-Executive Director
(Appointed on 1 March 2026)

AUDIT AND RISK MANAGEMENT COMMITTEE

Chan Yan San

Chairman

Dato' Tang Ngat Ngoh

Member

Datuk Noor Azian Binti Shaari

Member

NOMINATION AND REMUNERATION COMMITTEE

Dato' Tang Ngat Ngoh

Chairperson

Datuk Noor Azian Binti Shaari

Member

Chan Yan San

Member

COMPANY SECRETARY

Khoo Ming Siang (MAICSA 7034037)

SSM Practicing Certificate No. 202208000150

REGISTERED OFFICE

Unit 521, 5th Floor,
Lobby 6, Block A,
Damansara Intan,
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Selangor Darul Ehsan.
Tel: +603-7732 0792
Email: cosec@aquilla.com.my

HEAD OFFICE

Lot 2228, Jalan Kasawari,
Kawasan Perusahaan Kebun Baru,
Batu 9, Kg. Kebun Baru,
42500 Telok Panglima Garang,
Kuala Langat, Selangor Darul Ehsan.
Tel: +603-3122 2772
Email: info@khpt.com.my
Website: <https://khpt.com.my>

SPONSOR

KAF Investment Bank Berhad

Level 13A, Menara IQ,
Lingkar TRX,
Tun Razak Exchange,
55188 Kuala Lumpur.
Tel: +603-2708 2800
Fax: +603-2708 2801

AUDITORS

Crowe Malaysia PLT

Level 16, Tower C,
Megan Avenue II,
12 Jalan Yap Kwan Seng,
50450 Kuala Lumpur.
Tel: +603-2788 9999

SHARE REGISTRAR

Boardroom Share Registrars Sdn Bhd

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

STOCK EXCHANGE LISTING

ACE Market of Bursa Securities
Stock Name: KHB
Stock Code: 0322
Sector: Industrial Products & Services

GROUP STRUCTURE

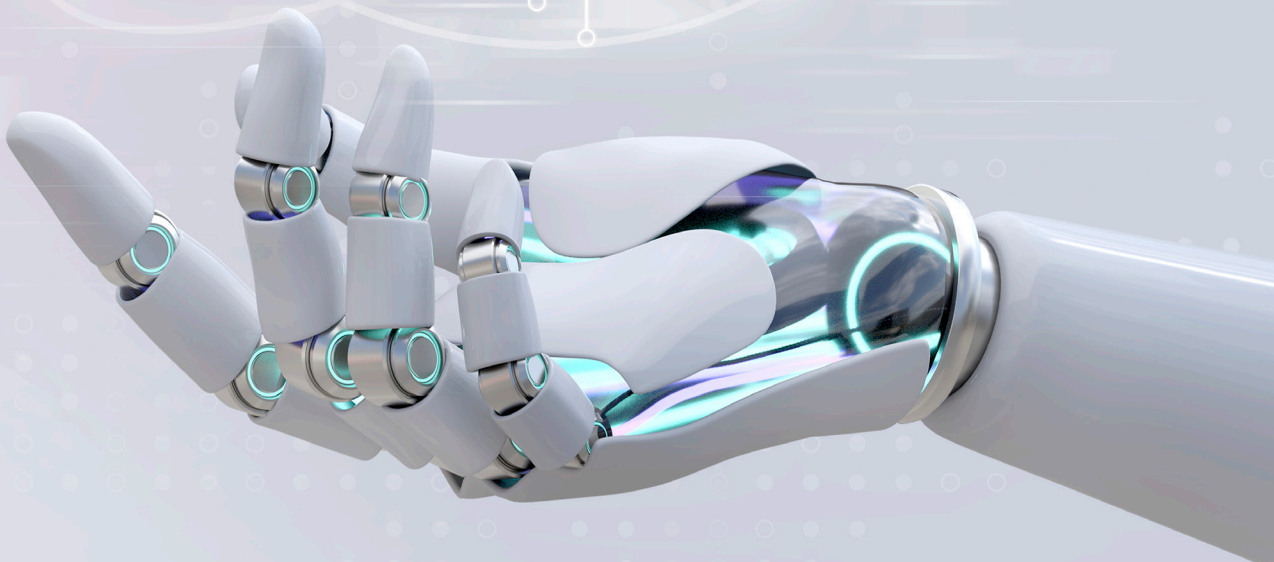


KHPT HOLDINGS BERHAD
(Registration No. 201901005770 (1315097-M))

100%



AUTOMEV GLOBAL SDN BHD
(Registration No. 199601031222 (403574-H))



INTRODUCTION OF OUR GROUP

KHPT Holdings Berhad (“KHPT” or “the Company”) was incorporated in Malaysia on 20 February 2019 as KHPT Holdings Sdn Bhd and subsequently converted into a public limited company on 1 March 2024 and listed on the ACE Market of the Bursa Malaysia Securities Berhad on 8 October 2024.

The Company is principally engaged in the business of investment holding company, which currently holds only one wholly-owned subsidiary, namely, Automev Global Sdn Bhd (“AGSB”), the subsidiary is principally driving our core business, which involves in manufacturing and sale of high quality automotive parts and components, comprising body parts, seat structures and other parts (i.e. engine parts and absorber parts).

Through AGBS, we provide a comprehensive range of products to cater to the essential needs of the automotive industry in Malaysia. Our unwavering commitment to innovation, quality, and sustainability ensures that we consistently deliver exceptional products and services, strengthening our market presence and supporting long-term growth.

There have been no significant changes in the nature of these activities during the financial year.

VISION



We are committed to industry excellence and sustainable growth, striving to be the leading global provider of innovative automotive components that drive industry advancement and enhance the driving experience worldwide.

MISSION



Our goal is to manufacture world-class automotive components with a focus on quality, innovation, and durability. Through cutting-edge technology and continuous improvement, we aim to exceed industry standards, create value for stakeholders, and drive a positive impact on society and the environment.



KHPT

BRAND SYMBOLISM: THE STORY BEHIND OUR LOGO

KHPT’s brand embodies innovation, customer experience, and sustainability. Our stylized green ‘K’ logo, shaped like a bird in flight, symbolizes our drive for excellence. Just as a bird soars with precision, we push boundaries, delivering cutting-edge solutions that redefine possibilities.

INTRODUCTION OF OUR GROUP

OUR GUIDING PRINCIPLE

Each letter of KHPT represents a core principle that shapes our culture and defines who we are. More than just a company, we are driven by values—Kindness, Happiness, Practicality, and Trustworthiness. These principles guide every decision we make, every interaction we have, and every solution we deliver. We believe in conducting business with kindness, fostering happiness in the workplace, embracing practicality in our innovations, and building trust as the foundation of every relationship. Committed to innovation, customer care, and environmental responsibility, we are creating a lasting legacy for the future.



OUR COMMITMENT, OUR VALUES

At KHPT, our values define who we are and guide everything we do. These principles shape our culture, drive our success, and inspire us to create a lasting impact.



FOSTERING TRUST WITH OPENNESS

Integrity is our compass, guiding every decision and relationship. We hold fast to unwavering honesty, ensuring a foundation of trust that permeates our entire organization.



EXCELLENCE AS STANDARD

Our commitment to excellence is evident in the durability & functionality of our solutions.



TEAMWORK FOR COLLECTIVE SUCCESS

Teamwork at KHPT means bringing together diverse perspectives for a common goal. We celebrate collaboration, knowing that together, we achieve greater innovation, efficiency, and success.



COMMITMENT TO GREATNESS

We are relentlessly committed to our goals and passionate about driving the company, our people, and our partners towards success.



GUIDING TODAY, SHAPING TOMORROW

Leadership within KHPT is about looking forward, not just steering the present. Our leaders are visionaries, not only directing the course but also shaping the future with foresight and inspiration.



EMBRACING GROWTH, INSPIRING INNOVATION

Continuous improvement at KHPT is a perpetual journey towards betterment. We embrace change, encourage curiosity, and inspire innovation as we evolve and adapt in our relentless pursuit of brilliance.

ACCREDITATIONS & ACHIEVEMENTS

- 1 Certificate of Appreciation from Autokeen Sdn Bhd, recognising outstanding performance in Quality and Delivery for the Year 2025
- 2 Recognition for Best Compliance Achievement by Perodua
- 3 Collaboration with Department of Occupational Safety and Health (DOSH) for Third Country Training Program (TCTP) for ASEAN Country.
- 4 Appreciation from Universiti Tun Hussein Onn Malaysia (UTHM) for Providing Internship Placement to Its Students
- 5 Sponsor for the 31st Convocation Ceremony of German-Malaysian Institute (GMI)
- 6 Certificate of Appreciation awarded from Fuji Seats Malaysia for achieving “All Month GREEN” performance in 2025



IN THE NEWS

KHPT HOLDINGS STARTS FY25 ON SOLID FOOTING WITH 1Q PROFIT DESPITE LOWER REVENUE



KHPT Holdings Bhd, a key player in Malaysia's automotive parts and components industry, reported a profitable first quarter for the financial year ending 31 December 2025 ("1Q25"), signalling a resilient start to the year despite lower revenue.

For the quarter, the Group recorded a profit after tax ("PAT") of RM0.61 million, supported by strong operational efficiency and disciplined cost management. However, revenue declined by 14% to RM23.13 million, compared to RM26.96 million in the previous quarter, primarily due to a temporary reduction in customer orders based on rolling forecasts.

Group Managing Director, Datin Eloise See, stated that despite the decline in revenue, the broader industry outlook remains positive.

"According to the Malaysian Automotive Association, the total industry volume for 1Q25 reached 188,122 units, in line with full-year projections of 780,000 units," she said.

Looking ahead, KHPT remains optimistic about sustained growth as the automotive sector continues its upward trajectory.

"Barring unforeseen circumstances, the Group expects to continue building on its foundation and capitalising on broader sector expansion opportunities in the coming quarters," she added.

KHPT首季业绩：收入减少14%，但盈利保持增长

汽车零部件制造和供应商KHPT控股有限公司（KHB，0322）公布2025年首季业绩，尽管面对充满挑战的外部环境，集团仍实现税前利润（PBT）97万令吉，税后利润（PAT）61万令吉。然而，集团首季收入为2313万令吉，较上一季度的2696万令吉减少14%，主要由于客户滚动预测下的销售量暂时下滑。

KHB集团董事总经理拿汀Eloise See表示，集团能够在逆境中保持盈利，反映了其在成本管理和运营效率方面的持续专注。“我们的基本面依然稳健，业绩反映了我们在成本管理和为客户持续创造价值上的纪律性。在上市后奠定的基础上，我们已准备好把握新兴机遇，尤其是在汽车领域。”

汽车市场前景乐观 电动车增长强劲
展望未来，集团对汽车行业前景保持乐观。根据马来西亚汽车协会（MAA）数据，2025年首季总行业销量（TIV）达到188,122辆，符合全年78万辆的预期。Perodua和Proton继续主导经济型车市场，这是KHB长期建立起深厚供应关系的核心市场。

在电动车（EV）领域，首季注册量同比增长46%，其中Proton的e.MAS 7车型表现亮眼。Proton位于丹绒马林的电动车工厂建设也在推进，初期产能为2万辆，并计划逐步扩展至4.5万辆。KHB作为车身部件和座椅结构等关键部件的供应商，有望从Proton EV生产扩张中受益。

拿汀Eloise进一步指出，集团具备成熟的生产能力和稳固的客户关系，能够有效支持客户向电动汽车生产的转型。

电动车路税豁免年底结束或引发抢购潮
此外，电动车路税豁免将于2025年底到期，这或将引发短期内的电动车抢购潮。加上稳定的利率环境，这些因素预计将提振整个汽车生态系统的需求。

KHB表示，除非出现不可预见的情况，集团将继续在现有基础上稳步发展，并把握汽车行业的广泛扩展机遇。

FOCUS ON CREATING VALUE



KUALA LUMPUR (May 27): Companies should focus on value creation and growth, leveraging initial public offerings (IPOs) to raise capital, attract like-minded shareholders, and strengthen governance, said speakers during a panel session titled "The Challenges and Rewards of Getting Listed — What They Don't Tell You About IPOs", held at the GoIPO programme launch event at the Institute of Corporate Directors Malaysia on May 16.

Datin Eloise See, the managing director of ACE Market-listed automotive tech firm KHPT Holdings Bhd (KL:KHB), shared how listing improved capital access, visibility and credibility, and that it is especially important for SMEs, so that they can invest more into preparing for emerging sectors like electric vehicle manufacturing.

"One of the very good things about listing is also the funding you can get to invest more in new technology and improvement of your processes. If processes are improved, cost and efficiency also improve," said See.

Susie Wong, an independent director at a telecommunications service provider in Kuching, Reach Ten Holdings Bhd (KL:REACTEN), shared the same sentiment. Wong said that listing helped with their growth trajectory and increased their fibre optic coverage from 200km to 500km three years post listing.

Preparing for an IPO

Preparing for public listing is no easy feat. It requires a mindset shift, strong internal controls and a committed team. Beyond scaling, it's about transparency, governance and sustainable growth. "I think we can rightly say that planning is very important. So you must start early and if you are unfamiliar, it's good to appoint an internal control consultant to go through your internal controls to make sure that everything is prim and proper," said Leong.

He emphasised the need to get everything in order and identify what needs to be implemented to ensure full compliance with legal requirements, corporate governance standards and related regulatory expectations.

He stressed the importance of getting everything in order and identifying what needs to be implemented to ensure full compliance with legal requirements, corporate governance standards and relevant regulatory expectations.

TERKINI - 24 Nov 2025 06:05 PM

DagangNews.com

KHPT Holdings isytihar dividen interim pertama RM0.0035 sesaham



Oleh HAMDEN RAMLI

KUALA LUMPUR 24 Nov

KHPT Holdings Berhad (KHB) pengeluar dan pembekal komponen automotif mengisytiharkan Dividen Interim Tunggal Pertama sebanyak RM0.0035 sesaham bagi tahun kewangan berakhir 31 Disember 2025.

Dalam makluman kepada Bursa Malaysia, syarikat itu memberitahu dividen tersebut akan dibayar pada 30 Disember 2025 kepada para pemegang saham yang tersenarai dalam Rekod Pendeposit pada 9 Disember 2025.

"Pengisytiharan dividen ini menandakan komitmen berterusan KHB dalam memberikan nilai jangka panjang kepada pemegang saham, disokong oleh prestasi kewangan yang berdaya tahan serta pengurusan modal yang berhati-hati meskipun sektor automotif berdepan cabaran semasa," kata kenyataan itu.

IN THE NEWS

KHPT HOLDINGS CATAT UNTUNG SELEPAS CUKAI RM1.17J PADA SUKU KEDUA 2025



PETALING JAYA: KHPT Holdings Berhad (KHB), pengeluar dan pembekal komponen automotif mencatatkan pertumbuhan untung selepas cukai (PAT) kepada RM1.17 juta bagi suku kedua tahun kewangan berakhir 30 Jun 2025, berbanding RM0.19 juta pada tahun sebelumnya.

Prestasi lebih baik disokong oleh keberkesanan pengurusan kos serta pengoptimuman barisan pengeluaran.

Pengarah Urusan Kumpulan KHB, Datin Eloise See berkata, prestasi yang dicapai menunjukkan keberkesanan strategi syarikat dalam meningkatkan kecekapan operasi, mengurus kos secara berhemah dan menawarkan penyelesaian bernilai tambah kepada pelanggan.

“Walaupun cabaran pada bahagian hasil masih wujud, kami sedang membina asas yang lebih kukuh untuk menyokong daya tahan jangka panjang dan kesiapsiagaan bagi pertumbuhan masa hadapan,” katanya dalam kenyataan.

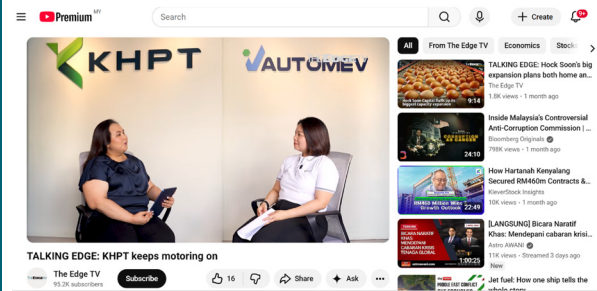
Mengulas lanjut, Eloise berkata, walaupun hasil suku kedua sedikit menurun kepada RM23.11 juta berbanding RM23.99 juta tahun lalu, keuntungan kasar meningkat 57 peratus kepada RM3.08 juta berbanding RM1.97 juta sebelumnya.

“Peningkatan itu dipacu oleh langkah pengawalan kos yang disiplin dan kecekapan operasi.

“Segmen perkhidmatan penyelesaian acuan turut menyumbang RM0.5 juta hasil, sekali gus memperkukuh kedudukan kumpulan melalui penawaran kejuruteraan berketepatan tinggi kepada pelanggan,” ujarnya.

Tambah beliau, bagi tempoh enam bulan pertama tahun kewangan berakhir 30 Jun 2025, KHB merekodkan hasil sebanyak RM46.24 juta berbanding RM52.32 juta dalam tempoh sama tahun sebelumnya.

“Setakat 30 Jun 2025, syarikat mengekalkan rizab tunai kukuh berjumlah RM35.1 juta termasuk RM16.4 juta hasil IPO yang belum digunakan, selain beroperasi tanpa pinjaman material.



TERKINI - 20 Nov 2025 06:13 PM

DagangNews.com

Hasil KHPT naik kepada RM29.14 juta pada 3QFY2025



Oleh KAMALIZA KAMARUDDIN
liza@dagangnews.com (mailto:liza@dagangnews.com)

KUALA LUMPUR 20 Nov

KHPT Holdings Berhad mencatat peningkatan hasil suku ketiga berakhir 30September 2025 (3QFY2025) kepada RM29.14 juta, naik 13.2% berbanding RM25.74 juta pada suku samatahun lalu.

Dalam makluman kepada Bursa Malaysia, Kumpulan itu berkata, peningkatan hasil suku tersebut didorong oleh pelaksanaan projek atas permintaan pelanggan, walaupun projek berkenaan beroperasi pada marginkeuntungan lebih rendah.

“Keuntungan sebelum cukai (PBT) bagi suku ini adalah RM1.79 juta, manakala keuntungan selepas cukai(PAT) RM1.41 juta.

“Jumlah itu mencatatkan sedikit penurunan berbanding PBT RM2.38 juta dan PAT RM2.22 juta pada susukama tahun lalu,” katanya dalam makluman tersebut.

Bagi tempoh kumulatif sembilan bulan pertama tahun kewangan 2025, KHPT mencatat hasil RM75.38 juta,susut berbanding RM78.06 juta tahun sebelumnya, susulan kelembapan industri automotif secara keseluruhannya.

PBT bagi tempoh sembilan bulan adalah RM4.29 juta dan PAT RM3.18 juta. Prestasi ini disokong oleh pengurusan kewangan berhemah dan kecekapan operasi walaupun kos operasimeningkat kerana perubahan peraturan termasuk penyesuaian gaji minimum dan peluasan Cukai Jualan danPerkhidmatan.

FINANCIAL HIGHLIGHTS

		2022*	2023*	2024	2025
OPERATING RESULTS					
Revenue	RM'000	116,246	114,082	105,015	100,049
Gross Profit ("GP")	RM'000	17,136	14,143	12,650	10,044
Profit Before Taxation ("PBT")	RM'000	11,336	8,413	4,469	4,776
Profit After Taxation ("PAT")	RM'000	8,798	5,533	2,647	3,340
GP Margin	%	14.74	12.40	12.05	10.04
PBT Margin	%	9.75	7.37	4.26	4.77
PAT Margin	%	7.56	4.85	2.52	3.34
FINANCIAL POSITION					
Shareholders' Equity	RM'000	28,093	32,626	55,296	57,228
Total Assets	RM'000	56,793	58,730	78,506	80,213
Total Borrowings	RM'000	8,333	6,869	4,751	3,726
FINANCIAL RATIOS					
Current ratio	times	1.27	1.31	2.47	2.61
Gearing ratio	times	0.30	0.21	0.09	0.07
MARKET RATIOS					
Earnings Per Share	sen	3,519.32	2,213.37	0.84	0.83
Net Assets Per Share	sen	112.37	130.50	0.14	0.14
Dividend Per Share	sen	1,600	400	N/A	0.35

* As the acquisition of Automev Global Sdn. Bhd. ("AGSB") was completed and became a wholly-owned subsidiary of KHPT on 7 February 2024, the audited combined financial statements as at financial year end were prepared based on the combined results of KHPT and its combining entity, AGBS.

BOARD OF DIRECTORS



From left to right:

Mr. Ang Yoke Kee (Independent Non-Executive Director), Datuk Noor Azian Binti Shaari (Independent Non-Executive Director), Datin See Hui Pving (Group Managing Director), Datuk Noripah Binti Kamso (Independent Non-Executive Chairperson), Dato' Tang Ngat Ngoh (Independent Non-Executive Director), Mr. Chan Yan San (Independent Non-Executive Director)

PROFILE OF BOARD OF DIRECTORS



DATUK NORIPAH BINTI KAMSO

Independent Non-Executive Chairperson

Aged

68

Nationality

Malaysian

Gender

Female

Datuk Noripah Binti Kamso is our Independent Non-Executive Chairperson. She was appointed to our Board on 21 March 2024.

She obtained a Diploma in Business Studies from Institut Teknologi MARA, Malaysia (the predecessor of Universiti Teknologi MARA ("UiTM")) in 1978, a Bachelor of Science from Northern Illinois University in the United States of America ("USA") in 1980 and a Master of Business Administration from Marshall University in the USA in 1981.

She began her career in 1980 as Development Officer, Project Division at Urban Development Authority of Malaysia (now known as UDA Holdings Berhad) ("UDA") where she was responsible for overseeing the overall implementation of development projects. She left UDA and joined Bank of Commerce (M) Berhad in 1983 (which subsequently became part of CIMB Group Holdings Berhad (together with its subsidiaries and associated companies, "CIMB Group")) as an Executive Trainee and rose up the ranks to Senior Manager of the corporate banking department.

She remained with the CIMB Group for the next 30 years until 2014 where she held various key positions including Deputy General Manager, General Manager and director of the corporate banking department of Commerce

International Merchant Bankers Berhad ("CIMBB") responsible for all corporate lending businesses from 1993 to 2004. While she was serving at CIMBB, she was also the Chief Executive Officer of CIMB Futures Sdn Bhd (now known as CGS International Futures Malaysia Sdn Bhd) ("CIMB Futures") in-charge of derivatives broking from 1996 to 2004. She was Chief Executive Officer of CIMB Principal Asset Management Berhad (now known as Principal Asset Management Berhad) ("CPAM") from 2004 to 2008 and the founding Chief Executive Officer of CIMB Principal Islamic Asset Management Sdn Bhd (now known as Principal Islamic Asset Management Sdn Bhd) ("CPIAM") from 2008 until 2012.

During her tenure, CPAM evolved into a regional asset management house and CPIAM extended its reach to various jurisdictions offering investment capabilities in equities and sukuk for global institutional investors. Her last position in the CIMB Group was as an advisor to CIMB Islamic Bank Berhad's wholesale banking from 2013 to 2014, and she introduced organisational processes for improvement in delivery and revenue. She had also served as executive director of CIMB Futures, CPAM and CPIAM during her tenure with the CIMB Group. During her tenure as executive director of CIMB Futures, the company became one of the three profitable derivatives broking companies in Malaysia.

PROFILE OF BOARD OF DIRECTORS

DATUK NORIPAH BINTI KAMSO (CONT'D)

Between 2015 and 2016, she lectured graduate and undergraduate students in Islamic Capital Market at the Drake University of USA to fulfil her commitments as a Global Practitioner in Residence, which is funded by the Principal Financial Group Center for Global Citizenship. In the academic year from 2016 to 2017, she was a Visiting Fellow at the Oxford Centre for Islamic Studies, an independent centre of the University of Oxford, United Kingdom where she pioneered the establishment of the Islamic finance unit. She had been lecturing on the fundamentals of Islamic finance contracts as a visiting lecturer at Saint-Joseph University in Beirut, Lebanon from 2015 to 2023. She was an adjunct professor in the School of Economics, Finance & Banking of Universiti Utara Malaysia between 2014 and 2019 and she was also an adjunct professor in the Faculty of Business and Management of UiTM between 2019 and 2021.

Between 2015 and 2017, she was appointed by the SC to serve as Public Interest Director of the Federation of Investment Managers Malaysia ("FIMM") which is recognised by the SC as a self-regulatory organisation for the unit trust industry. As Public Interest Director, her responsibilities included introducing best practices in fund management, fund operations, developing industry standards on investment management as well as the marketing and distribution. Between 2016 and 2020, she was a member of the Appeals Committee of Securities Industry Dispute Resolution Centre, an independent and impartial dispute resolution body established by the SC as part of its investor protection framework. She was also the

Chairperson of Bank Kerjasama Rakyat Malaysia Berhad from 2018 to 2020 and the Chairperson of the board of trustees of Yayasan Bank Rakyat from 2019 to 2020. Between 2015 and January 2023, she was an Independent Non-Executive Director of Top Glove Corporation Bhd, a public company listed on the Main Market of Bursa Securities and the Mainboard of Singapore Exchange Securities Trading Ltd.

She has been an advisor to Pantas Software Sdn Bhd since 2019, whereby she provides strategic input on the company's direction for domestic and regional business development. In 2022, she was appointed Chairwoman (designate) of the Malaysian operations of Arabesque Holding Ltd, a United Kingdom based financial technology company. She provides strategic direction for its business in the Malaysian capital market and financial market.

She has been an Independent Non-Executive Director of Swift Haulage Berhad since 2021, a public company listed on the Main Market of Bursa Securities. In February 2022, she was appointed as a Senior Independent Non-Executive Director in DXN Holdings Bhd, a public company listed on the Main Market of Bursa Securities. In 2026, she was appointed to the Board of Trustees of the Capital Market Development Fund (CMDf). Concurrently, she was appointed as a member of the Investment Panel of Lembaga Urusan Tabung Haji (LUTH).

She attended all five (5) Board meetings of the Company held during the financial year ended 31 December 2025.

PROFILE OF BOARD OF DIRECTORS



DATIN SEE HUI PVNG

Group Managing Director

Age

45

Nationality

Malaysian

Gender

Female

Datin See Hui Pving was appointed to the Board on 20 February 2019, and currently serves as the Group Managing Director, where she is primarily responsible for setting the overall strategic direction and corporate leadership of the Group.

She holds a Bachelor of Business Management, majoring in Management and Organisations and Marketing, from the University of Queensland, Australia (2002). She subsequently obtained her Master of Business Administration from Victoria University, Australia in 2010.

Datin See began her career with AGSB in February 2003 as a Business Development Executive. In her early role, she was actively involved in supporting the financial controller and gained hands-on experience across financial management, operations, product management, and customer support functions.

In July 2009, she was appointed as a Director of AGSB as well as Kah Hong Development (M) Sdn. Bhd., an investment holding company with investments in freehold industrial properties and commercial shop offices. During her tenure, she was instrumental in driving business development initiatives and strengthening operational capabilities within the Group. She resigned from Kah Hong Development (M) Sdn. Bhd. on 5 March 2018.

In January 2018, following the resignation of her father, Mr. See Ming Hoi, as Managing Director of AGSB, Datin See was appointed as Managing Director of AGSB. She assumed full leadership responsibility for the Group's strategic direction, business expansion, and operational performance. Under her leadership, AGSB has strengthened its market position and expanded its operational capabilities, playing a pivotal role in the Group's growth and transformation.

In February 2024, Datin See was appointed as an Industry Advisory Council Member of the German-Malaysian Institute (GMI). In this capacity, she contributes industry insights, provides feedback on academic curriculum development, and collaborates with fellow council members to address key industry challenges and opportunities.

She attended all five (5) Board meetings of the Company held during the financial year ended 31 December 2025.

Save for our Company, she does not sit on the board of directors of any other public companies and listed issuers.

PROFILE OF BOARD OF DIRECTORS



DATO' **TANG NGAT NGOH**

Independent Non-Executive
Director

Age

65

Nationality

Malaysian

Gender

Female

Dato' Tang Ngat Ngoh @ Lisa is our Independent Non-Executive Director. She was appointed to our Board on 15 December 2023. She is also the Chairperson of our Nomination and Remuneration Committee and a member of our Audit and Risk Management Committee.

She graduated with a Bachelor of Science Education (Chemistry) from University Science Malaysia in 1986. In 1999, she completed her Master of Science from University of Malaya and graduated from the Chartered Governance Qualifying Programme of the Chartered Governance Institute (formerly known as the Institute of Chartered Secretaries and Administrators). She then became an associate member of the Malaysian Institute of Chemistry and the Malaysian Institute of Chartered Secretaries and Administrators (an affiliate body to the Chartered Governance Institute) in 2006 and 2009 respectively.

She began her career as a trainee in April 1987 in the Malaysian Police Training Centre with Royal Malaysia Police ("RMP"). In February 1988, she served as an Operation Officer and then served as an Investigating Officer in the Criminal Investigation Department at the Kuala Lumpur Police Contingent Headquarters until July 1993, where she was primarily involved in investigating criminal cases and carrying out crime prevention activities. In the same month, she was posted to the Narcotics Criminal Investigation Department as an Operation Officer, in the Bukit Aman RMP Headquarters, where she worked on criminal cases and conducted arrest operations. She was then promoted as a Deputy Superintendent of Police in March 1999 and served as a senior lecturer in the Forensic Science Unit of the RMP College of Kuala Lumpur

("RMPC") until November 2007. She was promoted as Superintendent of Police in November 2007 to act as the Head of DNA Analysis Section of the RMP Forensic Laboratory and she assisted the RMP Forensic Laboratory to attain accreditation status under MS ISO 17025 in 2013. In August 2013, she was promoted to Assistant Commissioner of Police and then became the Principal Assistant Director of the DNA Databank Division of RMP until February 2020, where her responsibilities included supervising and managing the Forensic DNA Databank of Malaysia. In February 2020, she was promoted to Senior Assistant Commissioner of Police and served as the Head of Strategic Policy Division in the Inspector General of Police Secretariat (Research & Development) of RMP, where she was mainly responsible for making strategic policies and ensuring that the policies were implemented, until she retired in March 2021.

In recognition for her services to the RMP over the past 34 years, she was awarded with Darjah Kebesaran Kepahlawanan Pasukan Polis Diraja Malaysia - Panglima Setia Pasukan Polis ("PSPP") and Darjah Kebesaran Yang Mulia Mahkota Wilayah - Kesatria Mahkota Wilayah ("KMW") awards from the Kebawah Duli Yang Maha Mulia Seri Paduka Baginda Yang di-Pertuan Agong in October 2013 and February 2014 respectively. She was conferred with the Darjah Indera Mahkota Pahang, which carries the title of Dato' by the Sultan of Pahang in May 2021.

She attended four (4) out of five (5) Board meetings of the Company held during the financial year ended 31 December 2025.

Save for our Company, she does not sit on the board of directors of any other public companies and listed issuers.

PROFILE OF BOARD OF DIRECTORS



DATUK NOOR AZIAN BINTI SHAARI

Independent Non-Executive
Director

Age
77

Nationality
Malaysian

Gender
Female

Datuk Noor Azian Binti Shaari is our Independent Non-Executive Director. She was appointed to our Board on 15 December 2023. She is also a member of our Audit and Risk Management Committee and Nomination and Remuneration Committee.

She is a Barrister-at-Law, having been called to the Bar by the Honourable Society of Lincoln's Inn, United Kingdom in July 1971. She joined the Judicial and Legal Service upon returning to Malaysia in November 1971 until her retirement in July 2004. During her tenure in the Judicial and Legal Service, she held various positions including a Chairman of the Special Commissioners for Income Tax where she heard and decided on tax appeal cases.

After her retirement from the Judicial and Legal Service in 2004, she was appointed as a Judicial Commissioner in 2005 before her appointment as a Judge of the High Court of Malaya in September 2007. She presided over cases in the Commercial, Civil and Criminal Divisions. Datuk Noor Azian Binti Shaari retired from her position as a High Court Judge in 2014.

After her retirement as a High Court Judge, she was appointed as an Independent Non-Executive Director of Deleum Berhad ("Deleum") (a company listed on the Main Market of Bursa Securities) in January 2015. As a Board member of Deleum, she was a member of the Joint Remuneration and Nomination Committee and Board Risk Committee. Her roles in these committees included assessing the effectiveness of the Board as a whole and overseeing the implementation of risk management framework. She resigned from her directorship in April 2022.

In October 2016, Datuk Noor Azian Binti Shaari was appointed as an Independent Non-Executive Director of Affin Hwang Investment Bank Berhad and she was the Chairman of the Nomination and Remuneration Committee ("NRC") and a member of the Board Risk Management Committee ("BRMC"). As the Chairman of NRC, her responsibilities included overseeing the overall composition of the Board and undertaking annual review. Her role as a member of BRMC included ensuring that the risk management framework, policies, infrastructure and controls (including procedures and processes) adequately protected the bank against risks. She also represented Affin Hwang Investment Bank Berhad to sit on the Group Board Nomination and Remuneration Committee and Group Board Compliance Committee of Affin Bank Berhad. She was generally responsible for reviewing the diversity and matrix skills of the Board management, assessing and examining the adequacy of compliance and integrity, as well as governance frameworks for the bank. In October 2022, she retired from Affin Hwang Investment Bank Berhad as a director upon completion of her tenure. She is also an Independent Non-Executive Director of Mesiniaga Berhad since July 2019.

Datuk Noor Azian Binti Shaari is a Registered Arbitrator with the Asian International Arbitration Centre Kuala Lumpur.

She attended all five (5) Board meetings of the Company held during the financial year ended 31 December 2025.

PROFILE OF BOARD OF DIRECTORS



CHAN YAN SAN

Independent Non-Executive
Director

Age

56

Nationality

Malaysian

Gender

Male

Chan Yan San is our Independent Non-Executive Director. He was appointed to our Board on 15 December 2023. He is also the Chairman of our Audit and Risk Management Committee and a member of our Nomination and Remuneration Committee.

He obtained his Bachelor of Commerce in Accounting from the University of New South Wales in June 1993. He is a Certified Practising Accountant of CPA Australia since September 1996 and a Chartered Accountant of Malaysian Institute of Accountants since June 2001.

He began his career with Arthur Andersen & Co in February 1993 as a Staff Assistant and left as a Manager in June 2000. He joined Federal Paint Factory Sdn Bhd as a Finance Manager in June 2000 and was promoted as Chief Executive Officer in September 2001 where he oversaw the company's marketing and business development activities, implementation of approved development plans and policies.

In July 2004, he left Federal Paint Factory Sdn Bhd and joined Prestasi Flour Mill (M) Sdn Bhd as a Financial Controller in September 2004. He then left Prestasi Flour Mill (M) Sdn Bhd in September 2005 to be the Group

Financial Controller of Furniweb Industrial Products Berhad (now known as PRG Holdings Berhad) ("Furniweb"). In June 2008, he was promoted as Furniweb's Chief Financial Officer and was responsible for all accounting, finance, human resources, administration and information technology matters.

He left Furniweb in April 2014 and joined Poney Resources Sdn Bhd as a Chief Financial Officer on 15 April 2014. In June 2014, he left Poney Resources Sdn Bhd and, joined Rhone Ma Malaysia Sdn Bhd, now a subsidiary of Rhone Ma Holdings Berhad, as a Finance Director in July 2014 and is mainly responsible for the company's financial and accounting, human resources and commercial services.

In March 2023, he was appointed as a director of Jemaluang Dairy Valley Sdn Bhd, an associate company of Rhone Ma Holdings Berhad.

He attended all five (5) Board meetings of the Company held during the financial year ended 31 December 2025.

Save for our Company, he does not sit on the board of directors of any other public companies and listed issuers.

PROFILE OF BOARD OF DIRECTORS



ANG YOKE KEE

Independent Non-Executive
Director

Age

54

Nationality

Malaysian

Gender

Male

Ang Yoke Kee is our Independent Non-Executive Director. He was appointed to our Board on 1 March 2026.

He obtained his Master of Science in Financial Engineering and Certificate of Computational Finance jointly from Nanyang Technological University, Singapore and Carnegie Mellon University, United States. He also holds a Bachelor of Business Administration, Finance (Honours) from the National University of Singapore.

He brings board and executive experience in strategy, investment, and business transformation across diverse industries, driving M&A and post-merger integration, innovation and sustainability, as well as international stakeholder management.

Upon graduating in 1996 and completing an internship at GIC Singapore, he joined Boston Consulting Group as an Associate Consultant, becoming the first local graduate to join its Singapore office.

After completing his Master's degree in 2000, he joined SoftBank headquartered in the United States, where he managed the joint fund between Softbank and International Finance Corporation (IFC) with the mandate of bridging the global digital divide, and subsequently led the establishment of its regional headquarters in Malaysia.

In 2003, he joined McKinsey & Company, where he was involved predominantly in post-merger integration. He later transitioned into the Executive Vice President of an Indonesian agribusiness group where he played a key role in integrating merged entities and transforming the combined group into an industry leader.

In 2018, he was appointed by the Ministry of Finance as Group Chief Operating Officer (Strategy & Transformation) of Prasarana Malaysia Berhad, where he led business turnaround and transformation of the government-owned public transport company. He led multiple key departments and served on boards of several key subsidiaries.

From 2022 to 2025, he served as Director for Southeast Asia at Kuok Group (Singapore), leading regional growth and managing stakeholder relations across key sectors including digital infrastructure, clean energy, maritime and real estate.

He is currently the Managing Director of Pedigree Investment Corporation Pte. Ltd., an investment firm licensed by the Monetary Authority of Singapore. He is a member of Institute of Corporate Directors Malaysia (ICDM) and Singapore Institute of Directors (SID), and participant in World Economic Forum (Davos), Asia Pacific Climate forum and B20 Summit.

Save for our Company, he does not sit on the board of directors of any other public companies and listed issuers.

Notes:

Family Relationship with any Director and/or Major Shareholder

Datin See Hui Png, our major shareholder and Group Managing Director, and Ivy See Hui Shi, our substantial shareholders are sisters.

Save as disclosed above, none of the Directors has any family relationship with any Director and/or major shareholder of the Company.

Conflict of Interest and Potential Conflict of Interest

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

Conviction for Offences

Other than traffic offences, if any, the Directors have not been convicted of any offences within the past five (5) years and have not been imposed any public sanction or penalty by the relevant regulatory bodies during the financial year ended 31 December 2025.

KEY SENIOR MANAGEMENT



From left to right:

Mr. Oon Pey Yang, Ms. Eng Shu Ling, Mr. Sia Boon Huat

PROFILE OF KEY SENIOR MANAGEMENT



SIA BOON HUAT

Business Development
Senior Manager

Age

50

Nationality

Malaysian

Gender

Male

Sia Boon Huat is our Business Development Senior Manager and his primarily responsible for driving strategic growth. His core focus includes strengthening key partnerships, optimizing revenue streams, and exploring new avenues for business opportunity.

He graduated from Kolej WIT, Malaysia with a Diploma in Architecture in 1997.

In 1997, he joined Cycleworld Corporation Sdn Bhd as their Technical Assistant, where he was involved in design, quantity survey and project management. In August 2002, he left Cycleworld Corporation Sdn Bhd and took a career break from September 2002 to February 2004. In March 2004, he joined Dras Refrigeration Sdn Bhd as their Sales and Site Supervisor until September 2007. He then joined Cycleworld Resources Sdn Bhd in November 2007 as Project and Marketing Manager, in which he was concurrently responsible for overseeing the operations of the subsidiary company, Euro Damai Sdn Bhd.

In October 2009, he left Cycleworld Resources Sdn Bhd and resigned from Euro Damai Sdn Bhd. He then took a career break before joining AGSB as a Customer Relations Manager in May 2010 to build and maintain good business relationship between AGSB and its customers. In recognition of his capability, he was then promoted to be the Head of Department of the Engineering Department in May 2011 to support the monitoring of projects. In August 2016, he was re-designated as Business Development cum Operations Senior Manager and was in charge of marketing, production delivery and quality control.

In April 2021, he was transferred to our Operation/ Logistic Department to support and assist in the internal improvement of AGSB's logistic activities. In July 2022, he was re-designated as Sales and Logistics Senior Manager and again re-designated to Senior Manager in December 2022. He has been a long-serving employee of AGSB for 15 years, since his attachment in 2010.

PROFILE OF KEY SENIOR MANAGEMENT



ENG SHU LING

Finance Controller

Age

36

Nationality

Malaysian

Gender

Female

Eng Shu Ling is our Finance Controller since May 2018. She is a member of the CPA Australia since 2016 and a Chartered Accountant under the Malaysian Institute of Accountants (MIA) since 2017. Previously, she completed a Foundation in Arts at Help University College in 2009, followed by a Bachelor of Arts with Second Class (Upper Division) Honours in Accounting and Finance from the University of East London in 2012. During this period, she was awarded the Best Subject Performance in FE3025 Issues and Controversies in Accounting, and the CPA Australia Book Prize Award in 2011 by Help University College. Upon graduation, she continued her studies and obtained her Master of Accounting and Finance from Help University in 2013.

She began her career with Deloitte PLT Malaysia in March 2013 as an Audit Staff Assistant I and spent about five (5) years prior to leaving Deloitte PLT Malaysia as an Audit Manager in March 2018. Throughout this period, she acquired extensive audit experience across diverse industries, including manufacturing, property

development, trading, for both private limited and public listed companies in Malaysia. She was also assigned for a 9-month secondment programme to the Malaysian Accounting Standards Board in September 2014 and attendance to the Deloitte SEA Professional Service Excellence Programme.

She left Deloitte Malaysia in March 2018 to join AGSB in May 2018 as a Finance Controller. She heads the Finance and Procurement Department of AGSB. Her responsibilities include financial accounting, financial management, cashflow management, financial budgeting and taxation of AGSB as well as engaging with all external stakeholders in relation to accounts, banking and finance, secretarial, taxation matters for AGSB. In addition, she holds the responsibility of planning, coordinating, and overseeing the procurement process, suppliers' engagement, and efficient utilisation of materials and inventory management for all the raw materials and supplies within AGSB.

PROFILE OF KEY SENIOR MANAGEMENT



OON PEY YANG

Plant Manager

Age

42

Nationality

Malaysian

Gender

Male

Oon Pey Yang is our Plant Manager who has more than 16 years of experience in the automotive manufacturing operations, covering production planning, machine and facility maintenance, quality management, product development as well as process optimization and tooling design. He had obtained a Bachelor Degree in Mechanical Manufacturing and Automation from Hua Qiao University, China in June 2006.

Upon graduation, he returned to Malaysia and in August 2006, he commenced his career with NJ Manufacturing Industries Sdn Bhd, as a Computer-aided Design ("CAD") / Computer-aided Manufacturing ("CAM") Engineer. He was responsible for conducting reverse engineering on part modelling and die surfaces, as well as coordinating with toolmaker for troubleshooting and process improvement during part trials. In December 2009, he was transferred from NJ Manufacturing Industries Sdn Bhd to MJ Manufacturing Industries Sdn Bhd, a wholly owned subsidiary of New Hoong Fatt Holdings Berhad ("NHF"). He was then promoted to Senior Engineer (E2) of the Technical Department. In 2011, he was selected by NHF to participate in the "New Hoong Fatt's Feeder Programme", an initiative aimed at accelerating the development of future leader within NHF. Upon the completion of the programme, he was promoted as the

Head of Laser Department in April 2011. He managed maintenance and troubleshooting of Trumpf Laser machines (TLC1005, TrulaserCell7040) and supervised laser jig design and programming trial for new products.

In April 2013, he assumed the position of Head of Programming Department, he was responsible for monitoring daily programming projects of Computer Numerical Control ("CNC") machines, overseeing the design and programming of laser jigs for new items, and optimizing machine processes to reduce lead time for part trials. In June 2014, he was promoted to Assistant Manager (E3) in Design & Development division of the Metal Department.

In August 2016, he took on the role as the Head of CAD/CAM Department. His primary responsibilities included ensuring the timely delivery of new products, creating tooling designs, 3D Surface Modelling, CNC Machine programmes fulfilling required specifications. In December 2016, he was certified by Dassault Systemes as a "CATIA V5R20 Part Design Specialist". Additionally, he attended the 1Malaysia Grip Programme, and completed the course on "Automotive 3D Design Certification Programme" by Malaysian Automotive Component Parts Manufacturers and IME CAD/CAM Training Centre Sdn Bhd. He then took

PROFILE OF KEY SENIOR MANAGEMENT

OOB PEY YANG (CONT'D)

on the additional role as Tooling Manager in the Design and Development Department. As his responsibilities grew, he was required to define new product tooling process to achieve cost-effectiveness, improved quality, and faster mould fabrication. He ensured consistent development flow for new tooling, managed the fabrication of moulds and dies and machinery to support new product launches, maintained quality control. He also provided assistance to the toolmakers in the tool and die fabrication process, ensuring adherence to specifications and accuracy of the products.

He left MJ Manufacturing Industries Sdn Bhd in September 2018 to join AGSB as the Technical Manager. In July 2022, he was promoted as our Operations Manager, where his primary responsibilities include supervising the manufacturing personnel to ensure the production of high quality and cost-effective products in a timely manner. He oversees the hiring, orientation and training processes for technical production employees to maintain

a competent workforce. Furthermore, he conducts studies and research to introduce more effective approaches for production, analyses and resolves manufacturing challenges, and reviews the cost structure for new project quotations to ensure competitive and profitable pricing of the products. He works closely with the Marketing and Finance Department to implement strategies aimed at enhancing sales performance and achieving sales target. On 1 July 2024, he was redesignated as our Plant Manager to better reflect his role in managing our Telok Panglima Garang ("TPG") factory, the Group's sole principal place of business.

Notes:

Family Relationship with any Director and/or Major Shareholder

None of the key senior management has any family relationship with any Director and/or major shareholder of the Company.

Directorship in Public Companies and Listed Issuers

None of the key senior management has any directorship in public companies and listed issuers.

Conflict of Interest and Potential Conflict of Interest

None of the key senior management has any conflict of interest and potential conflict of interest with the Company.

Conviction for Offences

Other than traffic offences, if any, the key senior management have not been convicted of any offences within the past five (5) years and have not been imposed any public sanction or penalty by the relevant regulatory bodies during the financial year ended 31 December 2025.

CHAIRPERSON'S STATEMENT

Dear Valued Stakeholders,

On behalf of the Board of Directors (“the Board”), I am pleased to present the second Annual Report of KHPT Holdings Berhad for the financial year ended 31 December 2025 (“FY2025”). It is with great confidence that I reflect on a year where KHPT successfully decoupled profitability from market volatility through disciplined strategic focus.



**DATUK NORIPAH
BINTI KAMSO**

Independent Non-
Executive Chairperson

CHAIRPERSON'S STATEMENT

OVERVIEW

Our first full year as a Bursa Malaysia ACE Market-listed company was marked by external headwinds — including higher operating input costs arising from several regulatory changes, competitive market dynamics, and the transitional disruption arising from model changes by national automotive manufacturers. By prioritising operational agility and cost-efficiency, KHPT maintained its profitability notwithstanding the decline in revenue during the financial year. In recognition of our financial performance and our commitment to delivering value to shareholders, the Board declared and paid KHPT's inaugural dividend during the year — a milestone that reflects our confidence in the Group's long-term trajectory.

STRENGTH IN ADVERSITY: NAVIGATING A CHALLENGING YEAR

The Malaysian automotive industry sustained its momentum in FY2025, with the Total Industry Volume ("TIV") reaching a new record of 820,752 units — surpassing the previous high of 816,747 units recorded in Financial Year ("FY") FY2024 and marking the second consecutive year that TIV exceeded the 800,000-unit threshold. Actual industry sales outperformed the Malaysian Automotive Association ("MAA") initial forecast of 780,000 units by 40,752 units, or 5.22%, driven by robust consumer demand, aggressive year-end promotional campaigns, and accelerated purchases of Completely Built-Up Battery Electric Vehicles ("CBU BEVs") ahead of the expiry of tax exemptions at the end of December 2025.

National manufacturers, namely Perodua and Proton, our primary customers, collectively delivered 511,468 units in FY2025, achieving a combined market share of 62.32% — an improvement from 61.92% in FY2024 - reaffirming our strategic alignment with the nation's most resilient automotive segment and securing our role as a strategic core supplier to Malaysia's market leaders.

Despite the favourable industry backdrop, KHPT's operations were impacted by a combination of external cost pressures and model transition effects during the year. The implementation of the revised minimum wage of RM1,700, the introduction of mandatory 2% Employees Provident Fund ("EPF") contributions for non-Malaysian employees, the MySubsidi Diesel Programme monthly quota restrictions on subsidised diesel, and the extension of the Sales and Service Tax ("SST") to encompass a broader range of services — all contributed to a higher operating cost base which we are proactively addressing through stringent cost-management protocols and the implementation of diverse cost-saving initiatives.

In addition, the Group recorded a 4.73% year-on-year decline in revenue, primarily attributable to a strategic recalibration of order volumes for certain components. This was further compounded by the planned discontinuation of a legacy Proton model in favour of its facelift successor, which resulted in a short-term impact on production volumes during the transition period.

DRIVING PROGRESS: INNOVATION AND OPERATIONAL EXCELLENCE

At KHPT, we believe that operational excellence is not merely about maintaining the status quo — it is about continuously raising the bar for quality, efficiency, and technological integration. In FY2025, the Group continued to advance its digitalisation roadmap through Internet of Things ("IoT") integration and Manufacturing Execution System ("MES") which allow us to obtain real-time data analytics into our production workflow.

These digital investments have enhanced our ability to optimise production scheduling, reduce material waste, improve quality consistency, and respond more agilely to customer order patterns. In addition, our ongoing focus on automation and process engineering has enabled the Group to partially mitigate the impact of rising labour costs arising from the implementation of the revised minimum wage and EPF regulatory changes during the financial year.

CHAIRPERSON'S STATEMENT

SUSTAINABILITY, ESG AND DIVERSITY

KHPT's commitment to environmental, social, and governance ("ESG") principles continues to be embedded in the way we operate, innovate, and engage with our stakeholders. We view sustainability not as a compliance obligation, but as a core pillar of our business strategy that underpins our long-term competitiveness and resilience.

During FY2025, we continued to advance our carbon emission monitoring and reporting framework, building transparency around our environmental impact. Our ongoing machinery upgrade and servo motor conversion programme has already resulted in meaningful reductions in electricity consumption and noise pollution, improving both our carbon footprint and workplace health and safety standards.

On the social front, KHPT continues to champion Diversity, Equity, and Inclusivity ("DEI") at Board level — with women representing 66.7% of Board membership, a composition that demonstrates our belief in the value of diverse and inclusive leadership. Investment in employee training, welfare, and workplace safety also continues to be a priority, as we nurture a skilled and engaged workforce capable of supporting the Group's growth aspirations.

ELECTRIC VEHICLE: AN OPPORTUNITY ON THE HORIZON

The rapid growth of the electric vehicle ("EV") segment in Malaysia is a trend KHPT is well-positioned to capitalise upon. EV sales reached 69,363 units in 2025, representing a 52.24% increase over the 45,562 units recorded in 2024, underpinned by the Government's tax incentive framework for BEVs and the increasing adoption of EVs by consumers. While the expiry of CBU BEV tax exemptions at the end of December 2025 may moderate EV import volumes in the near term, the broader electrification trend — supported by national manufacturers' own localisation and EV roadmap commitments — bodes well for KHPT.

As KHPT specialises in body parts and seat structures that are powertrain-agnostic, it is uniquely insulated from technology transition risks, remaining an essential partner for both traditional and electric vehicle platforms. Our in-house engineering expertise, precision tooling capabilities, and established relationships with national carmakers position us to support new model introductions, including EV platforms.

VALUE CREATION HIGHLIGHTS

Metric	Value	Details
Inaugural Dividend	0.35 sen	Fulfilling promise of value distribution
Gearing Ratio	0.07 times	Low leverage, strong balance sheet
Cash & Fixed Deposits	RM37.68 million*	Strong liquidity position

*Including RM16.37 million from remaining IPO proceeds.

The 4.73% revenue dip reflects deliberate model evolution, not structural weakness. We absorbed short-term production volatility while strengthening our foundation for sustainable returns. Our 0.07x gearing and RM37.68 million liquidity that ensure we advance shareholder returns without compromising financial stability.

CHAIRPERSON'S STATEMENT

OUTLOOK AND PROSPECTS

Looking ahead to FY2026, we remain cautiously optimistic. The MAA has projected a moderate normalisation of TIV to approximately 790,000 units for 2026, attributable in part to the elevated base set in 2025. We view this as a normalisation of demand rather than a structural weakness in the automotive sector, and the long-term fundamentals supporting the affordable automotive segment — including Malaysia's car-centric culture, sustained consumer demand, and ongoing product refresh cycles by national manufacturers — remain intact.

KHPT is actively pursuing opportunities to expand its customer base and product range. We remain optimistic about the possibility of securing a new project from a national automotive manufacturer, and a formal announcement will be made upon confirmation of any such award. The execution of our planned capital expenditure programme — encompassing new press machines, automation equipment, and factory upgrades — will further strengthen our production capacity and position us well to respond to new customer requirements.

We are also mindful of emerging macroeconomic risks, including potential trade disruptions arising from escalating global tariff tensions. While Perodua and Proton vehicles, by virtue of their relative affordability, are generally more insulated from such macroeconomic headwinds compared to premium and imported brands, we will remain vigilant in monitoring demand trends and adjusting our production and cost management strategies accordingly.

APPRECIATION

KHPT's achievements in FY2025 would not have been possible without the steadfast support of all our valued stakeholders. I extend my sincere appreciation to our shareholders for their continued confidence and trust in the Group's vision and management. To our customers, Perodua and Proton, and our other valued business partners — thank you for your partnership, collaboration, and confidence in KHPT's capabilities as a reliable and precise supplier.

To our Board of Directors, I extend my sincere appreciation for your strategic guidance, steadfast governance, and the invaluable wisdom you bring to the boardroom. I would also like to extend a warm welcome to our newly appointed Board member, Mr. Ang Yoke Kee, whose experience and fresh perspectives will further strengthen the Board's effectiveness.

To our dedicated management team and workforce, your resilience, professionalism, and unwavering commitment remain the driving force behind KHPT's operations and the foundation of all that we have achieved.

As we look to an exciting new chapter ahead, I remain confident in KHPT's ability to navigate challenges, seize opportunities, and deliver enduring value for all stakeholders.

Thank you.

DATUK NORIPAH BINTI KAMSO

Independent Non-Executive Chairperson

MANAGEMENT DISCUSSION AND ANALYSIS

OVERVIEW OF THE GROUP'S BUSINESS AND OPERATIONS

KHPT Holdings Berhad ("Company") and its subsidiaries (the "Group") is principally involved in the manufacturing and supply of automotive parts and components, serving both original equipment manufacturers ("OEM") and the replacement market. The Group was successfully listed on the ACE Market of Bursa Malaysia Securities Berhad ("Bursa Securities") on 8 October 2024, marking a significant milestone in its journey towards becoming a leading automotive components manufacturer.

KHPT manufactures customised automotive parts and components based on customer requirements and precise technical specifications. These parts are used in the assembly of new vehicles for the production market, as well as for service, repair and maintenance in the replacement market.

The Group operates within the automotive supply chain, supporting OEM customers in vehicle assembly while also catering to aftermarket demand for replacement parts. This dual-market exposure provides revenue diversification and resilience across economic cycles.

The Group's capabilities span across various manufacturing processes, including die solution services and process engineering, where it designs and develops dies and jigs, as well as the manufacturing processes for its products. The Group also undertakes metal stamping using cold-forming processes and provides sub-assembly services, where required.

The Group recorded a decline in revenue over the financial year ended 31 December 2025 ("FY2025"), primarily attributable to lower production volumes arising from model lifecycle transitions and softer demand for certain locally assembled vehicles. Despite the challenging operating environment, the Group remained resilient and continued to deliver a profitable performance.

Gross profit and margins were impacted by rising operating costs, particularly due to regulatory changes, including increases in minimum wage, expansion of the Sales and Service Tax ("SST") regime, higher statutory contributions for foreign workers, and elevated fuel costs following diesel subsidy rationalisation. These cost pressures are in line with broader trends affecting the manufacturing sector.

Notwithstanding the above, the Group's profitability improved at the net level, supported by the absence of one-off listing expenses incurred in the previous financial year and lower income tax expense. The Group also maintained a strong financial position, with improved liquidity and reduced gearing, reflecting prudent financial management.

Going forward, the Group will continue to focus on enhancing operational efficiency and strengthening cost management initiatives to navigate the prevailing cost environment and sustain its financial performance.



MANAGEMENT DISCUSSION AND ANALYSIS

FINANCIAL HIGHLIGHTS

The following table sets out the financial highlights of the audited consolidated financial information for the financial years ended 31 December (“FY”) 2023, 2024 and 2025.

	Unit	FY2023	FY2024	FY2025
OPERATING RESULTS				
Revenue	RM'000	114,082	105,015	100,049
Gross Profit	RM'000	14,143	12,650	10,044
Profit Before Tax	RM'000	8,413	4,469	4,776
Finance Costs	RM'000	356	282	172
Net Profit Attributable to Shareholders	RM'000	5,533	2,647	3,340
Gross Profit Margin	%	12.40	12.05	10.04
Profit Before Tax Margin	%	7.37	4.26	4.77
Profit After Tax Margin	%	4.85	2.52	3.34
FINANCIAL POSITION				
Shareholders' Equity	RM'000	32,626	55,296	57,228
Total Assets	RM'000	58,730	78,506	80,213
Total Borrowings	RM'000	6,869	4,751	3,726
Current Ratio	times	1.31	2.47	2.61
Gearing Ratio	times	0.21	0.09	0.07
MARKET RATIOS				
Earnings Per Share ⁽¹⁾	sen	2,213.37	0.84	0.83
Net Assets Per Share ⁽²⁾	sen	130.50	0.14	0.14
Dividend Per Share	sen	400.00 ⁽³⁾	N/A ⁽⁴⁾	0.35 ⁽⁵⁾

Notes:

- (1) Earnings per share for FY2023 were calculated based on the Group's combined issued share capital of 250,002 ordinary shares as at 31 December 2023. For FY2024 and FY2025, the earnings per share were computed based on the Company's issued share capital of 402,386,413 ordinary shares as at 31 December 2024 and 2025.
- (2) Net assets per share for FY2023 were calculated based on Group's combined issued share capital of 250,002 ordinary shares as at 31 December 2023. For FY2024 and FY2025, the net assets per share were computed based on the Company's issued share capital of 402,386,413 ordinary shares as at 31 December 2024 and 2025.
- (3) Dividend per share is calculated based on the Group's combined share capital of 250,002 ordinary shares as at 31 December 2023.
- (4) N/A = Not applicable.
There was no dividend recommended or paid by the Board in respect of FY2024.
- (5) Dividend per share is calculated based on the Company's issued share capital of 402,386,413 ordinary shares as at 31 December 2025.

MANAGEMENT DISCUSSION AND ANALYSIS

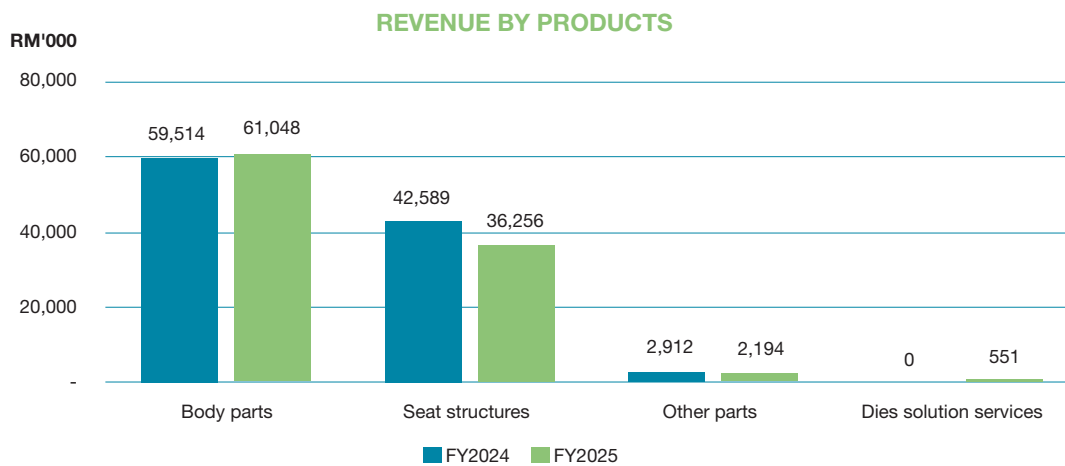
REVIEW OF FINANCIAL RESULTS

Revenue

The Group's revenue by product category for FY2025 is tabulated as below:

Revenue by Products	FY2024	FY2025	Variance	
	RM'000	RM'000	RM'000	%
Automotive parts and components:				
- Body parts	59,514	61,048	1,534	2.58
- Seat structures	42,589	36,256	(6,333)	(14.87)
- Other parts	2,912	2,194	(718)	(24.66)
Dies solution services	-	551	551	100.00
Total	105,015	100,049	(4,966)	(4.73)

Production Volume by Products	FY2024	FY2025	Variance	
	Unit	Unit	Unit	%
Automotive parts and components:				
- Body parts	5,481,751	5,589,603	107,852	1.97
- Seat structures	9,615,475	8,446,266	(1,169,209)	(12.16)
- Other parts	854,076	765,980	(88,096)	(10.31)
Total	15,951,302	14,801,849	(1,149,453)	(7.21)



MANAGEMENT DISCUSSION AND ANALYSIS

REVIEW OF FINANCIAL RESULTS (CONT'D)

Revenue (cont'd)

For FY2025, the Group's revenue decreased by RM4.97 million or 4.73% to RM100.05 million (FY2024: RM105.02 million). The decline was primarily attributable to lower production volumes, which decreased by 1,149,453 units to 14,801,849 units (FY2024: 15,951,302 units) arising from model lifecycle transitions and softer demand for certain locally assembled vehicles. In addition, intensifying competition from imported automotive brands moderated demand for selected locally assembled models and has further impacted the Group's revenue performance.

Revenue from body parts and seat structures remained the principal contributors, collectively accounting for RM97.30 million or 97.26% of total revenue (FY2024: RM102.10 million or 97.23%) reflecting the Group's strong positioning in core automotive components. Revenue from body parts increased by RM1.53 million or 2.58% to RM61.05 million (FY2024: RM59.51 million), primarily driven by higher overall orders from existing models, despite a reduction in orders for a phased-out Proton model.

Revenue from seat structures decreased by RM6.33 million or 14.87% to RM36.26 million (FY2024: RM42.59 million), mainly due to lower orders for two Perodua models and one Proton model following their discontinuation and replacement with facelift models, which were gradually phased in.

Revenue from other parts decreased by RM0.72 million or 24.66% to RM2.19 million (FY2024: RM2.91 million), primarily due to the discontinuation of a Proton model, whereby certain parts were phased out and not carried over to the facelift variant. Notwithstanding this, the Group recognised RM0.55 million in revenue from die solution services upon completion of dies and jigs for seat structures of a Perodua model.

Gross Profit

The Group's Gross Profit ("GP") by products for FY2025 is tabulated as below:

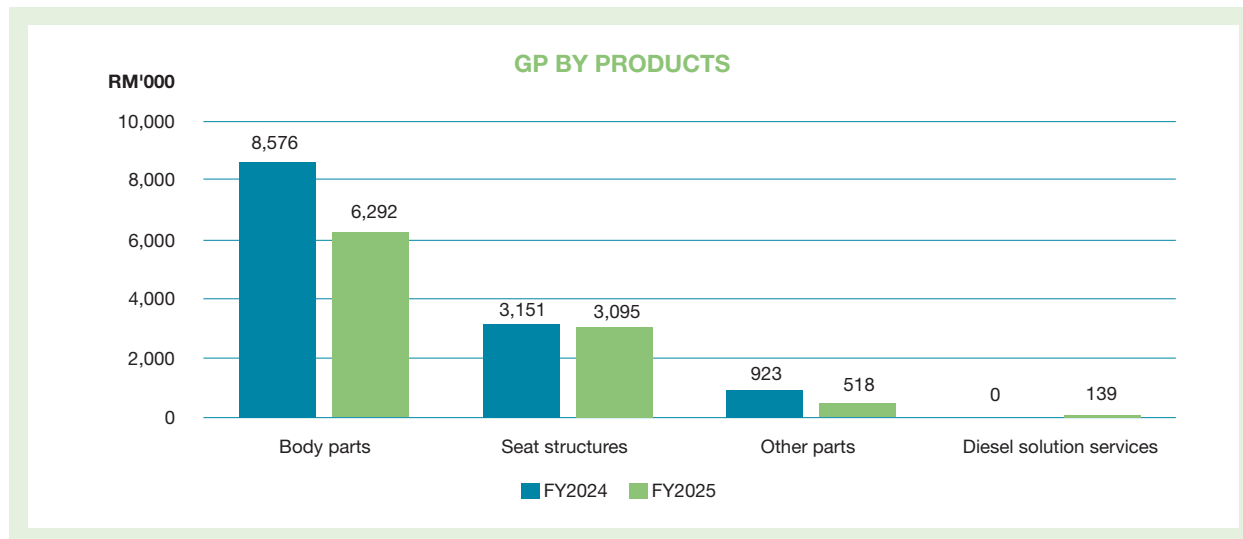
GP by Products	FY2024	FY2025	Variance
	RM'000	RM'000	
Automotive parts and components:			
- Body parts	8,576	6,292	(2,284)
- Seat structures	3,151	3,095	(56)
- Other parts	923	518	(405)
Dies solution services	-	139	139
Total	12,650	10,044	(2,606)

GP Margin by Products	FY2024	FY2025
	%	%
Automotive parts and components:		
- Body parts	14.41	10.31
- Seat-structures	7.40	8.54
- Other parts	31.70	23.61
Dies solution services	-	25.23
Total	12.05	10.04

MANAGEMENT DISCUSSION AND ANALYSIS

REVIEW OF FINANCIAL RESULTS (CONT'D)

Gross Profit (cont'd)



The Group's GP decreased by RM2.61 million, or 20.60% to RM10.04 million in FY2025 (FY2024: RM12.65 million). Correspondingly, GP margin declined to 10.04% (FY2024: 12.05%).

The decline was primarily attributable to lower revenue and higher operating input costs arising from several regulatory changes implemented during the financial year, including:

- (i) the increase in the statutory minimum wage to RM1,700 per month, effective February 2025, which resulted in higher labour costs;
- (ii) the expansion of the SST regime, effective July 2025, which increased procurement costs for goods and services;
- (iii) the introduction of a mandatory 2% Employees Provident Fund ("EPF") contribution for non-Malaysian employees, effective October 2025, which increased the Group's overall manpower costs; and
- (iv) the implementation of the MySubsidi Diesel Programme, which imposed quota restrictions on subsidised diesel, effective June 2024. The allocated subsidy quotas were at times insufficient to fully support the Group's logistics activities to meet customer requirements, resulting in additional fuel costs and a full-year cost impact in FY2025.

As the Group operates in a labour-intensive manufacturing environment and relies significantly on human capital, with a significant proportion of its production workforce comprising foreign employees, the impact of the minimum wage increase and EPF contribution requirements was particularly pronounced. These cost pressures are industry-wide and have impacted manufacturers across the automotive supply chain.

In terms of segment performance, GP from body parts decreased by RM2.28 million, or 26.63% to RM6.29 million (FY2024: RM8.58 million), as rising production costs outpaced revenue growth. GP from seat structures remained relatively stable at RM3.10 million (FY2024: RM3.15 million), reflecting resilient margins despite lower volumes. GP from other parts declined by RM0.41 million, or 43.88% to RM0.52 million (FY2024: RM0.92 million), in line with reduced revenue.

Meanwhile, die solution services contributed GP of RM0.14 million in FY2025 (FY2024: RM nil), arising mainly from the completion of refurbishment works on dies and jigs for seat structures of a Perodua vehicle model during the financial year.

MANAGEMENT DISCUSSION AND ANALYSIS

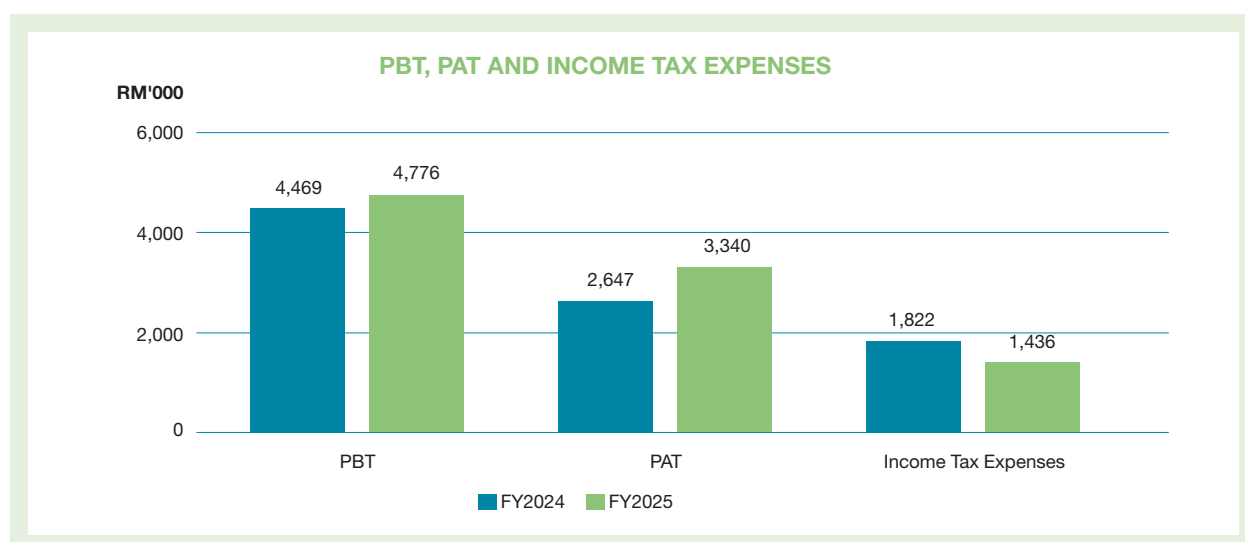
REVIEW OF FINANCIAL RESULTS (CONT'D)

Profit Before Tax ("PBT") and Profit After Tax ("PAT")

The Group's PBT and PAT for FY2025 are tabulated as below:

	FY2024	FY2025	Variance	
	RM'000	RM'000		RM'000
PBT	4,469	4,776	307	6.87
PAT	2,647	3,340	693	26.18
Income Tax Expense	1,822	1,436	(386)	(21.19)
Effective tax rate	40.77%	30.07%	N/A	N/A

*N/A = Not applicable



Despite lower revenue and increased cost pressures, the Group remained profitable in FY2025, demonstrating resilience in a challenging operating environment. The Group recorded a PBT of RM4.78 million and a PAT of RM3.34 million.

In FY2024, the Group recorded one-off listing expenses of RM3.01 million. While these were absent in FY2025, the Group's performance continued to be impacted by higher operating costs arising from regulatory changes, as explained above.

Correspondingly, PAT increased by RM0.69 million, or 26.18% to RM3.34 million (FY2024: RM2.65 million), supported by a lower income tax expense of RM1.44 million (FY2024: RM1.82 million), representing a decrease of RM0.39 million, or 21.19%. This was mainly due to a lower provision for income tax, in line with the lower taxable income generated during the financial year.

As a result, the Group's effective tax rate decreased to 30.07% in FY2025 (FY2024: 40.77%). The higher effective tax rate in FY2024 was mainly attributable to non-deductible expenses recognised during that year, whereas FY2025 reflected a tax position that is more consistent with the statutory corporate tax rate in Malaysia.

MANAGEMENT DISCUSSION AND ANALYSIS

FINANCIAL POSITION

The Group's financial position as at 31 December 2025 compared to 31 December 2024 is summarised as follows:

As at 31 December	FY2024	FY2025	RM'000	Variance
	RM'000	RM'000		%
Total Assets	78,506	80,213	1,707	2.17
Total Liabilities	23,210	22,985	(225)	(0.97)
Total Shareholders' Equity	55,296	57,228	1,932	3.49
Fixed Deposits with Licensed Banks and Cash	37,636	37,679	43	0.11

Total Assets

The Group's total assets increased by RM1.71 million or 2.17% to RM80.21 million as at 31 December 2025 (FY2024: RM78.51 million). The increase was mainly attributable to higher other receivables, deposits, and prepayments, primarily arising from deposits paid for die solution service projects, as well as higher current tax assets.

Property, plant and equipment decreased modestly to RM22.81 million (FY2024: RM23.38 million), mainly due to depreciation of RM1.72 million and some disposals and write-offs amounting to RM0.01 million, and partially offset by new capital expenditure of RM1.16 million incurred during the financial year.

Total Liabilities

The Group's total liabilities decreased by RM0.23 million, or 0.97% to RM22.99 million as at 31 December 2025 (FY2024: RM23.21 million). The decrease was primarily attributable to the full repayment of term loans during the financial year (FY2024: RM0.65 million), and a reduction in bankers' acceptances to RM3.50 million (FY2024: RM4.10 million), reflecting lower utilisation as a result of disciplined financial management and the Group's ability to fund operations through internally generated cash flows.

These decreases were partially offset by an increase in trade payables to RM13.44 million (FY2024: RM12.42 million), with the outstanding balances remaining within the credit terms granted to the Group, as well as the addition of new hire purchase facilities of RM0.26 million to acquire two vans to facilitate commuting for the Group's production operators.

Total Shareholders' Equity and Capital Structure

The Group's total shareholders' equity increased by RM1.93 million, or 3.49% to RM57.23 million as at 31 December 2025 (FY2024: RM55.30 million). There was no issuance of new shares during FY2025; the increase was attributable entirely to the net profit of RM3.34 million recorded for the financial year, partially offset by the interim dividend of RM1.41 million paid in December 2025.

MANAGEMENT DISCUSSION AND ANALYSIS

FINANCIAL POSITION (CONT'D)

Liquidity and Capital Resources

The Group continues to manage its cash reserves prudently to ensure its ability to meet financial obligations, maintain a buffer for business expansion, and navigate potential economic challenges. As at 31 December 2025, total cash and fixed deposits amounted to RM37.68 million (FY2024: RM37.64 million). Included in this balance are proceeds from the Public Issue amounting to RM16.37 million (FY2024: RM17.07 million).

The remaining IPO proceeds of RM16.37 million are earmarked for planned capital expenditure, including the purchase of new press machines, automation equipment, factory renovations, and the acquisition of an overhead crane. These investments will be deployed progressively in accordance with approved project timelines.

The current ratio improved to 2.61 times (FY2024: 2.47 times), reflecting a healthy short-term liquidity position. The Group generated net operating cash flows of RM3.27 million for FY2025, demonstrating its ability to fund operations and capital expenditure through internally generated cash flows.

Capital Expenditure

The Group recorded a significant decrease in capital expenditure to RM1.16 million in FY2025 (FY2024: RM2.26 million), as major machine upgrades and equipment purchases, including the acquisition of a new press machine and servo motor upgrades to existing machines, were substantially completed in FY2024. Capital expenditure in FY2025 was primarily directed towards routine machinery and equipment additions.

Review of Operating Activities

The Group's parts and components are used in the assembly of locally assembled automotive vehicles, primarily by Perodua and Proton, the two national car manufacturers that collectively account for over 62% of Malaysia's Total Industry Volume. Accordingly, the Group's financial performance is closely correlated with the production schedules and model lifecycles of these national carmakers, as well as the overall performance of the Malaysian automotive market.

The Group will continue to strengthen operational capabilities, maintain competitive pricing, ensure timely delivery, and uphold high standards of customer service to preserve long-standing relationships with key customers and to expand its share of their production requirements.

KEY FINANCIAL RATIOS

	FY2024	FY2025	Unit
Trade Receivables Turnover Period	45	49	days
Trade Payables Turnover Period	59	60	days
Inventory Turnover Period	15	12	days
Current Ratio	2.47	2.61	times
Gearing Ratio	0.09	0.07	times

MANAGEMENT DISCUSSION AND ANALYSIS

KEY FINANCIAL RATIOS (CONT'D)

The trade receivables turnover period increased to 49 days in FY2025 (FY2024: 45 days), which was within the Group's normal credit terms of 30 to 90 days granted to customers.

The trade payables turnover period remained stable at 60 days for FY2025, consistent with 59 days recorded in FY2024, in line with the credit terms extended by the Group's steel suppliers.

The inventory turnover period improved to 12 days in FY2025, from 15 days in FY2024, reflecting enhanced inventory management and more efficient production scheduling during the year.

The current ratio improved to 2.61 times in FY2025 (FY2024: 2.47 times), affirming the Group's ability to meet its current obligations. Current assets, including inventories and trade receivables, together with fixed deposits and bank balances, are sufficient to cover the Group's current liabilities.

The gearing ratio declined further to 0.07 times in FY2025 (FY2024: 0.09 times), driven by the full repayment of term loans and a net reduction in total borrowings to RM3.73 million. This continuing de-leveraging trend reflects the Group's disciplined financial management and its capacity to fund operations and capital expenditure through internally generated cash flows.

ANTICIPATED OR KNOWN RISKS

The Group is exposed to a range of operational, financial, and external risks that may affect its business performance.

(i) Risk of Shortages and/or Delays in the Supply of Raw Materials

The primary raw materials used in the Group's manufacturing activities are steel coils and steel cut sheets. The nature of the Group's operations requires an adequate and timely supply of these materials to avoid production downtime, which may disrupt the supply chain of customers' vehicle assembly lines.

The Group relies on local steel suppliers who are approved by its customers, as well as certain major customers who also act as the Group's steel suppliers, for the supply of steel coils and steel cut sheets. While these materials are generally available in the market, there can be no assurance that unforeseen disruptions at supplier premises, delivery delays, or market-wide shortages will not occur.

(ii) Exposure to Credit Risk and Default Payment by Customers

The Group generally grants customers a credit period of between 30 and 90 days upon delivery of goods. In the event of non-payment within the stipulated credit period or customer default, the Group's operating cash flows and financial performance may be adversely affected, and impairment losses on trade receivables may be required.

The Group monitors its receivables closely and maintains appropriate credit control procedures to mitigate this risk.

(iii) Dependence on the Performance of the Malaysian Automotive Market

The Group's revenue and profitability are closely correlated with the production volumes of Perodua and Proton models. Any prolonged slowdown in demand for these vehicles, which may arise from adverse economic conditions, changes in consumer preferences, increased competition from imported brands, or a reduction in government incentives for the automotive sector, could materially affect the Group's financial performance.

To mitigate this risk, the Group continuously seeks to expand its customer base and model coverage.

MANAGEMENT DISCUSSION AND ANALYSIS

ANTICIPATED OR KNOWN RISKS (CONT'D)

(iv) Regulatory and Labour Cost Pressures

The Group is exposed to changes in labour regulations and government policies that may increase its operating cost base. As evidenced in FY2025, the implementation of higher minimum wages, expanded EPF contribution requirements, and changes to fuel subsidy and tax frameworks have materially affected the Group's gross profit margins.

The Group manages this risk through ongoing digitalisation, process improvements, and operational cost management initiatives.

(v) Escalating Global Trade Tensions and Macroeconomic Uncertainties

Global trade tensions, including tariff announcements by the United States affecting Malaysia and other countries, may have an indirect adverse effect on Malaysia's economic growth and consumer confidence. Any resulting deterioration in disposable income and consumer spending on large-ticket items such as motor vehicles could reduce demand for Perodua and Proton models, which may in turn impact demand for the Group's parts and components.

The Group notes that national car brands, by virtue of their relative affordability compared to foreign brands, may be comparatively more resilient during periods of economic uncertainty, although this cannot be guaranteed.

(vi) Geopolitical Conflicts and Fuel Price Volatility

Geopolitical conflicts in key oil-producing regions, including recent tensions involving Iran, have contributed to increases in global fuel prices. Higher fuel prices may lead to increased transportation and operational costs for the Group and potentially reduce consumer spending on motor vehicles, which could in turn affect demand for the Group's parts and components.

The Group continues to monitor global developments and mitigates these through diversification, cost management, and operational improvements.

FORWARD-LOOKING STATEMENT

Outlook

The Group remains cautiously optimistic, supported by continued demand from existing customers and participation in new model developments. We remain confident in the long-term fundamentals of Malaysia's affordable automotive sector. This resilience is anchored by a deeply entrenched car-centric culture and consistent demand within the entry-level and mid-range vehicle segments.

While the Malaysian Automotive Association projects a moderate normalisation of Total Industry Volume ("TIV") to approximately 790,000 units in 2026 following the record-high base of 820,752 units in 2025, the Group views this as a temporary demand normalisation rather than a structural decline. The upcoming model launches by national manufacturers, including potential electric vehicle and refreshed internal combustion engine models, are expected to support production volumes and, in turn, demand for the Group's components.

MANAGEMENT DISCUSSION AND ANALYSIS

FORWARD-LOOKING STATEMENT (CONT'D)

The Group also remains optimistic about the possibility of securing a new project from a national automotive manufacturer in FY2026. A formal announcement will be made upon the successful award of any such project. The Group is well-positioned to benefit from these developments and will continue to focus on cost discipline, operational efficiency, and strategic capital deployment.

We are confident in the execution of our strategic plans due to our prudent management.

Save as otherwise disclosed in this Annual Report, and to the best of the Board's knowledge, there are no other known trends, uncertainties, demands, commitments or events that are reasonably likely to have a material effect on the Group's operations, financial performance, financial condition or liquidity.

Barring any unforeseen circumstances, the Board expects the Group to deliver a satisfactory performance in the financial year ahead. The Group will continue to strengthen its capabilities in higher value-added components to enhance its product mix and margins, while actively engaging with customers and OEM partners to secure participation in new model programmes, thereby supporting revenue recovery and improving order visibility over the medium term.

Dividend

The Board of Directors declared an interim single-tier dividend of 0.35 sen (RM0.0035) per ordinary share, amounting to RM1.41 million for the financial year ended 31 December 2025. The dividend entitlement date was 9 December 2025 and payment was made on 30 December 2025.

The Group targets a dividend payout ratio of up to 10% of profit attributable to owners of the Company for each financial year on a consolidated basis, after taking into consideration the Group's working capital requirements, maintenance capital expenditure, and committed capital expenditure.

The declaration and payment of any dividend are subject to the Board's discretion, any applicable laws, licence conditions, and contractual obligations. Such distributions will only be made if they are not expected to adversely affect the Group's cash requirements or business plans approved by the Board.

SUSTAINABILITY STATEMENT

1. ABOUT THIS SUSTAINABILITY STATEMENT

KHPT Holdings Berhad (“Company”) and its subsidiaries (the “Group”) is pleased to present its Sustainability Statement for the financial year ended 31 December 2025 (“FY2025”), outlining the Group’s performance, commitments, and continuous improvement efforts.

Reporting Framework

This report has been produced in compliance with the latest amendments as released by Bursa Malaysia’s ACE Market Listing Requirements (“AMLR”). The production of this sustainability statement is also guided by references made to the Sustainability Reporting Guide (3rd Edition) as released by Bursa Malaysia and the Global Reporting Initiative (GRI) Universal Standards 2021.

KHPT adopts a pragmatic and forward-looking approach to sustainability. Sustainability initiatives are designed to align with the Group’s operational realities, business scale, and organisational maturity, with the objective of strengthening resilience, protecting stakeholders, and creating long-term value.

Reporting Scope & Boundary

This Statement covers the sustainability performance of KHPT and its subsidiary (the “Group”). The reporting boundary includes all operational facilities under the Group’s financial control unless otherwise stated.

Assurance Report

This Sustainability Statement has not been subjected to external assurance. The Group relies on internal review processes to ensure the accuracy and reliability of the disclosed information. The Group is committed to progressively enhancing its data management and reporting processes and will consider obtaining independent external assurance in future reporting periods.

Feedback

Our Sustainability Statement 2025 can be viewed and downloaded from KHPT’s official website at <https://khpt.com.my>.

In line with KHPT’s continuous effort to raise its performance in sustainability standards, the Group welcomes stakeholders’ feedback on any issues, comments and enquiries related to this Sustainability Statement can be directed to info@khpt.com.my. Our address details are as below:

KHPT Holdings Berhad
Lot 2228, Jalan Kasawari, Kawasan Perusahaan Kebun Baru,
Batu 9, Kg. Kebun Baru, 42500 Telok Panglima Garang, Selangor.
+(603) 3122 2772/ 2992/ 9929

SUSTAINABILITY STATEMENT

2. SUSTAINABILITY GOVERNANCE

Strong governance underpins the Group’s sustainability framework.

The Board of Directors (“Board”) has ultimate responsibility for oversight of sustainability matters. The Board ensures that ESG considerations are integrated into strategic planning, risk management, and long-term value creation.

Top Management, led by the Managing Director and supported by key senior management, is responsible for implementing sustainability initiatives across operations. The working committee is supported by cross-functional representatives from operations, human resources, finance, procurement, compliance, and information technology.

Sustainability-related risks — including occupational safety, regulatory compliance, environmental exposure, and ethical conduct — are identified and managed through the Group’s risk management framework.



Sustainability performance is reviewed periodically, with ESG indicators are assessed alongside operational and financial performance to ensure integrated oversight and accountability.

3. SUSTAINABILITY JOURNEY

The Group’s sustainability journey reflects a structured and progressive integration of ESG considerations into its operations.

Since 2021, the Group has established foundational environmental practices, including responsible waste handling and improved housekeeping controls.

In 2022, the Group initiated its Industry4WRD Readiness Assessment and submitted a proposal to MIDA to support digital transformation. This led to the successful implementation of a MES and IoT solutions in 2023.

Operational efficiency was further enhanced through the upgrade to energy-efficient servo motor systems, enabling demand-based electricity consumption and improved energy efficiency. The upgrade was completed in 2024.

In 2024, the Group strengthened its ESG data management through structured data collection and enhanced waste segregation practices, including plastic waste management.

SUSTAINABILITY STATEMENT

3. SUSTAINABILITY JOURNEY (CONT'D)

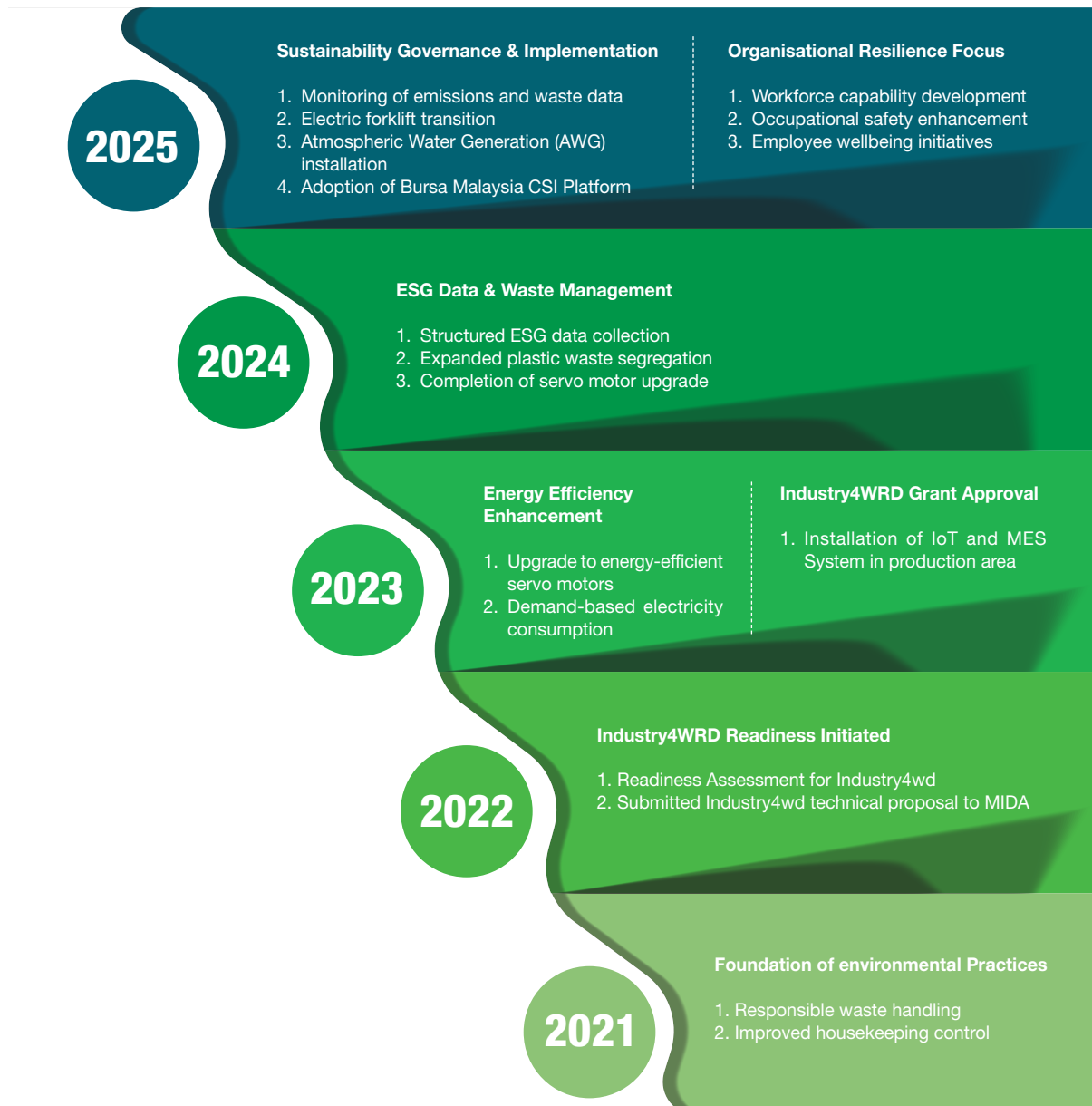
In 2025, the Group formalised its sustainability management framework with improved monitoring of energy, emissions, and waste data, strengthening transparency and reporting reliability.

Key initiatives undertaken during the year included:

- Transitioning from Liquefied Petroleum Gas ("LPG")-powered forklifts to electric forklifts;
- Enhancing waste segregation practices;
- Installing an Atmospheric Water Generator system; and
- Participating in sustainability reporting (i.e. adopting the Bursa Malaysia CSI Platform) and enhancing capacity-building programmes.

FY2025 marked a period of consolidation, with greater emphasis placed on workforce capability, occupational safety, and employee well-being to strengthen operational resilience and long-term value creation.

The timeline below summarises key milestones achieved to date.



SUSTAINABILITY STATEMENT

4. STAKEHOLDER ENGAGEMENT

KHPT recognises that effective stakeholder engagement is essential in identifying sustainability priorities and managing business impacts. This approach is aligned with the principles of stakeholder inclusiveness outlined under GRI 2-29: Stakeholder Engagement.

The Group identifies key stakeholders based on:

- The extent to which they are affected by the Group's operations; and
- The degree of influence they have on the Group's performance and long-term sustainability.

Based on the latest assessment, the following groups are considered key stakeholders:

- Employees and Directors
- Investors and Shareholders
- Customers
- Business Partners and Suppliers
- Local Communities

These stakeholder groups are prioritised within the high-influence and high-dependence category of the Group's engagement framework.

Engagement Approach

The Group adopts a structured engagement approach, including:

- Two-way communication through meetings, internal briefings, and formal correspondence;
- Strategic consultation on operational, regulatory, and sustainability-related matters;
- Collaborative initiatives, where relevant to support shared objectives.

Engagement methods include management review meetings, customer audits, supplier evaluations, employee communication channels, and community interactions.

SUSTAINABILITY STATEMENT

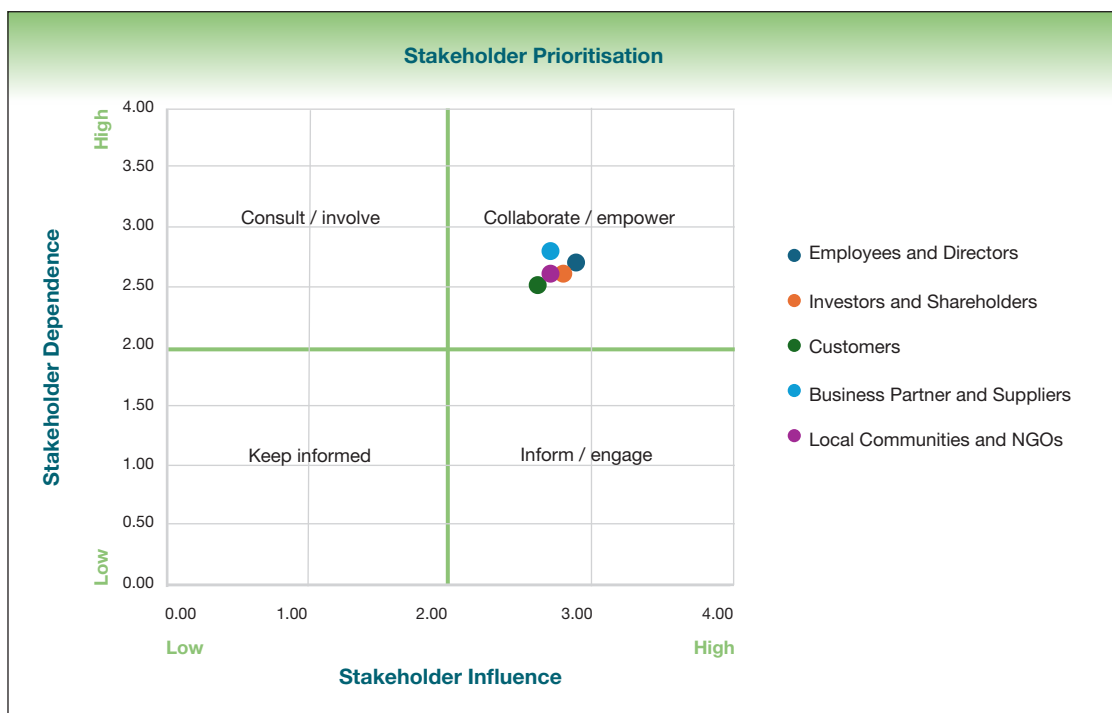
4. STAKEHOLDER ENGAGEMENT (CONT'D)

Integration into Decision-Making

Feedback obtained from stakeholder engagements is considered in:

- Identification of material sustainability matters;
- Risk assessment and mitigation planning; and
- Development of business and sustainability strategies.

This structured approach ensures that sustainability priorities remain aligned with operational realities and stakeholder expectations.



A stakeholder's position within the matrix determines the level of engagement to be undertaken and the appropriate engagement strategies to be applied.

SUSTAINABILITY STATEMENT

4. STAKEHOLDER ENGAGEMENT (CONT'D)

Integration into Decision-Making (cont'd)

The Group engages with its stakeholders through both formal and informal channels, guided by the principles of inclusiveness, transparency, and responsiveness.

Stakeholders	Key Focus Area	Material Matters	Methods of Engagement	Frequency
Investors and Shareholders	<ul style="list-style-type: none"> Financial performance Dividend Risk management and corporate governance 	C – Anti Corruption E – Energy & Emission Management H – Data Privacy & Security	Annual Report	Annually
			Annual General Meeting	Annually
			Analyst meetings	As needed
			Announcements on Bursa Malaysia Securities Berhad	As needed
Customers	<ul style="list-style-type: none"> Product and service quality Timely delivery of products/projects Payment terms and timeliness Product innovation 	B – Supply Chain Management D – Water Management E – Energy & Emission Management H – Data Privacy & Security	Customer satisfaction survey	Annually
			Customer briefing and emails	Monthly
			Face-to-face meetings including phone calls and emails	As needed
			Events and site visits	As needed
			Company policies compliance declarations	As needed
Business Partners and Suppliers	<ul style="list-style-type: none"> Responsible supply chain practices 	B – Supply Chain Management C – Anti Corruption E – Energy & Emission Management G – Labor Practices & Standard	Company website	As needed
			Supplier Audits	As needed
			Supplier Meetings	As needed
Regulatory Bodies and Government Agencies	<ul style="list-style-type: none"> Compliance with laws and regulations Certifications Industry best practices and updates 	C – Anti Corruption D – Water Management E – Energy & Emission Management	Compliance and certification exercises	Annually
			Periodic site visits and audits	As needed
			Company representation at initiatives/technical working groups	As needed
			Briefings and trainings	As needed

SUSTAINABILITY STATEMENT

4. STAKEHOLDER ENGAGEMENT (CONT'D)

Integration into Decision-Making (cont'd)

Stakeholders	Key Focus Area	Material Matters	Methods of Engagement	Frequency
Employees and Directors	<ul style="list-style-type: none"> Business performance and direction Career development Learning and development Employee welfare and benefits Employee wellness Safety and Health 	F – Employee Health & Safety G – Labor Practices & Standard I – Diversity, Equity & Inclusivity	Regular meetings and discussions	As needed
			Townhall meetings	As needed
			Annual performance appraisal	Annually
			Forums, training, and workshops	As needed
			Employee events including festive celebrations and annual gathering	As needed
			Company policies compliance declarations	As needed
Local Communities	<ul style="list-style-type: none"> Corporate social responsibility Community Dialogues Partnerships 	A – Community Management D – Water Management E – Energy & Emission Management	Community outreach and development programs	As needed
			Public events Social media	As needed

During FY2025, engagement outcomes highlighted the importance of workplace safety, capacity-building programmes, and employee well-being. These insights directly informed the Group's sustainability priorities and materiality assessment.

5. MATERIALITY ASSESSMENT & MANAGEMENT APPROACH

KHPT recognises that sustainability priorities must reflect the nature and scale of its operations. To ensure relevance and effectiveness, the Group conducts periodic materiality assessments to identify and prioritise ESG matters that are most significant to its business and stakeholders. This process is aligned with the materiality principles outlined in GRI 3: Material Topics 2021.

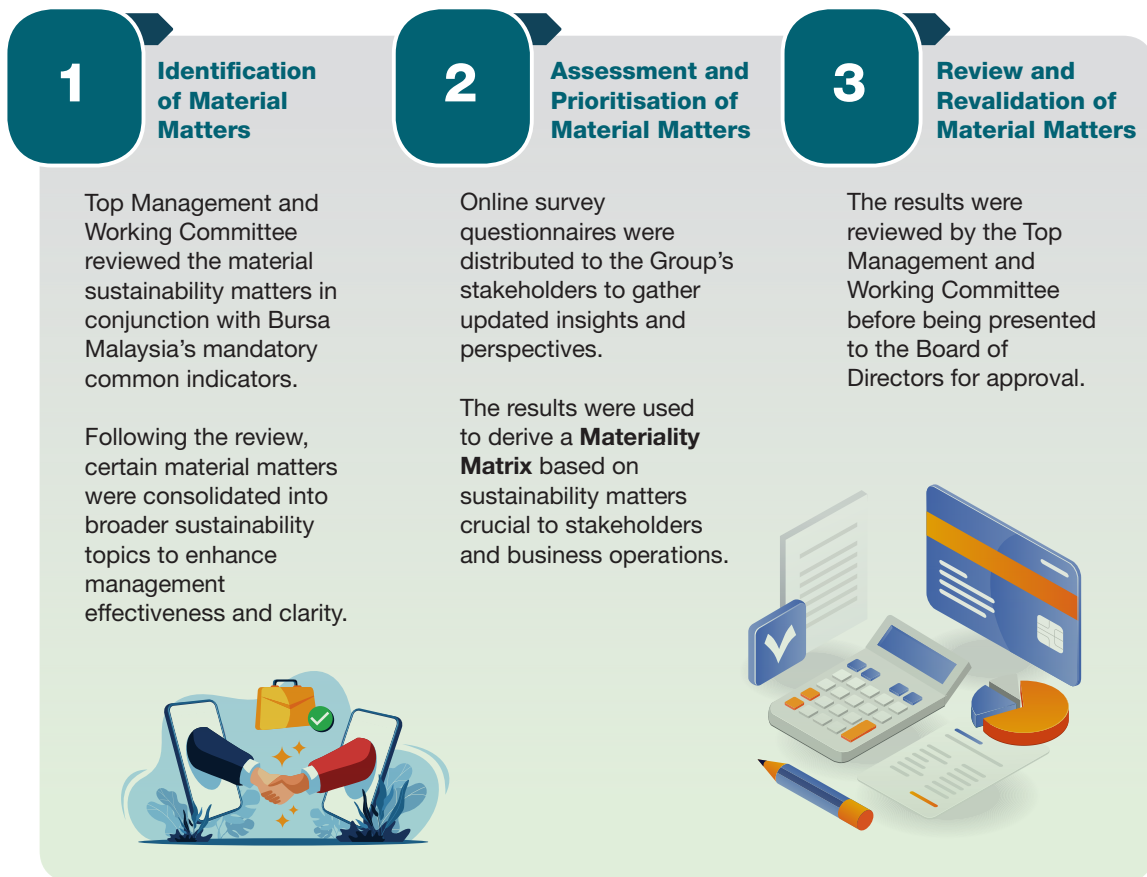
The assessment process involved stakeholder surveys and internal evaluations to determine the relative importance of sustainability matters based on:

- The significance of economic, environmental, and social impacts; and
- The degree of influence on stakeholder assessments and decisions.

SUSTAINABILITY STATEMENT

5. MATERIALITY ASSESSMENT & MANAGEMENT APPROACH (CONT'D)

The survey results were analysed and mapped onto a Materiality Matrix, which illustrates the relative positioning of each identified matter. The refreshed material matters were subsequently presented to the Board for review and were duly approved.



KHPT's Materiality Matrix 2025

The Materiality Matrix reflects the prioritisation of sustainability matters based on impact significance and stakeholder influence.

Classification of Sustainability Matters

Sustainability matters were classified based on quantitative thresholds as outlined below:

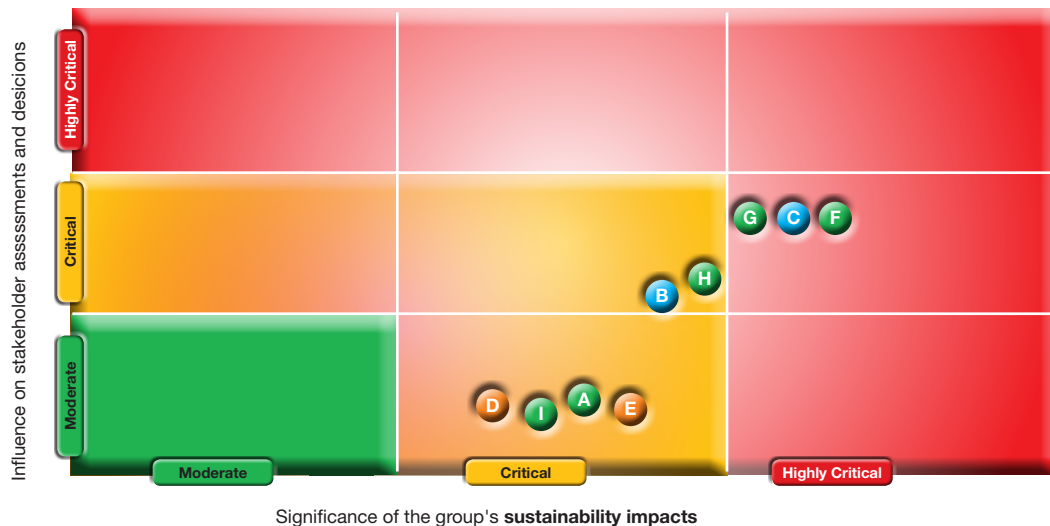
Score Range (%)	Level of Significance	Classification Description
≤ 50%	Moderate	Sustainability matters assessed as having moderate impact or importance.
> 50% – 75%	Critical	Sustainability matters assessed as having significant impact requiring priority attention and management.
> 75%	Highly Critical	Sustainability matters assessed as having very high impact and requiring immediate and strategic focus.

SUSTAINABILITY STATEMENT

5. MATERIALITY ASSESSMENT & MANAGEMENT APPROACH (CONT'D)

Classification of Sustainability Matters (cont'd)

The outcomes of the materiality assessment guide the identification of material matters disclosed in this Sustainability Statement and support the prioritisation of management actions, resource allocation, and performance monitoring.



<p>Economic</p> <ul style="list-style-type: none"> C Anti-Corruption F Employee Health & Safety G Labour Practices & Standards <p>These matters have significant implications for regulatory compliance, workforce well-being, business continuity, and stakeholder confidence, and are therefore given priority in management focus and governance oversight.</p>	<p>Environmental</p> <ul style="list-style-type: none"> B Supply Chain Management H Data Privacy & Security <p>These matters are important to operational resilience, governance practices, and risk management, given their potential impact on business continuity and stakeholder trust.</p>	<p>Social</p> <ul style="list-style-type: none"> A Community Management D Water Management E Energy & Emission Management I Diversity, Equity & Inclusivity (DEI) <p>These matters remain important due to their implications for environmental stewardship, social responsibility and sustainable business practices, and are managed through appropriate policies and operational controls.</p>
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Based on the assessment results:

Highly Critical Sustainability Matters

- Anti-Corruption;
- Employee Health and Safety; and
- Labour Practices and Standards.

These matters have significant implications for regulatory compliance, workforce well-being, business continuity and stakeholder confidence, and are therefore given priority in management focus and governance oversight.

Critical Sustainability Matters

- Supply Chain Management; and
- Data Privacy and Security.

These matters are important to operational resilience, governance practices and risk management, given their potential impact on business continuity, and stakeholder trust.

SUSTAINABILITY STATEMENT

5. MATERIALITY ASSESSMENT & MANAGEMENT APPROACH (CONT'D)

Moderate Stakeholder Influence with Critical Sustainability Impacts

- Community Management;
- Water Management;
- Energy and Emissions Management; and
- Diversity, Equity and Inclusivity ("DEI").

These matters remain important due to their implications for environmental stewardship, social responsibility and sustainable business practices, and are managed through appropriate policies and operational controls.

Sustainability Framework

The nine (9) material matters identified through the materiality assessment have been mapped across the four core pillars of the Group's Sustainability Framework. The framework serves as the foundation for integrating ESG considerations into the Group's strategy, governance, and operational processes.

By aligning material matters to these pillars, the Group ensures focused management oversight, accountability, and measurable performance tracking in areas most relevant to its business and stakeholders.



SUSTAINABILITY STATEMENT

6. ENVIRONMENTAL

KHPT recognises that responsible environmental management is integral to sustainable manufacturing operations. As a metal stamping manufacturer serving the automotive sector, the Group's primary environmental impacts relate to energy consumption, greenhouse gas (GHG) emissions, water usage, and waste generation.

Environmental disclosures in this section reference relevant standards, including GRI 302 (Energy), GRI 303 (Water and Effluents), GRI 305 (Emissions), and GRI 306 (Waste).

Environmental risks are monitored through the Group's risk management framework, with oversight by Top Management and periodic reporting to the Board.

“ The Group recorded no material environmental non-compliance during FY2025. ”

6.1 Energy and Emissions Management

Energy consumption and greenhouse gas emissions are monitored as part of the Company's environmental performance management.



- ✘ Total energy consumption decreased from 2,446.3 MWh to 2,253.65 MWh.
- ✘ Scope 1 emissions increased slightly due to fleet operational factors.
- ✘ Scope 2 emissions decreased in line with reduced electricity usage.

SUSTAINABILITY STATEMENT

6. ENVIRONMENTAL (CONT'D)

6.1 Energy and Emissions Management (cont'd)

The Group discloses Scope 1, Scope 2 and selected Scope 3 emissions categories in accordance with Bursa Common Indicators.

	Measurement Unit	FY2024	FY2024 (restated)	FY2025
Total energy consumption	MWh	2,446.3	2,446.3	2,253.65
Direct (Scope 1) GHG Emissions	tCO ₂ e	474.68	474.68	483.74
Indirect (Scope 2) GHG Emissions	tCO ₂ e	1893.47	1893.47	1744.32
Indirect (Scope 3) GHG Emissions	tCO ₂ e	106.62	18.26*	11.26
Employees commuting	tCO ₂ e	103.8	15.44*	10.25
Business travel	tCO ₂ e	2.82	2.82	1.01
Carbon Intensity	tCO ₂ e per RM million	21.69	22.73*	22.49

*As part of our continuous efforts to enhance data accuracy and strengthen internal reporting processes, the FY2024 figure was restated.

While current initiatives focus on operational efficiency and emissions monitoring, the Group recognises the increasing expectations for decarbonisation within the automotive supply chain and will progressively evaluate feasible reduction pathways aligned with business growth.

Scope 1 (Direct Emissions)

Scope 1 emissions arise primarily from fuel consumption in company-owned vehicles and equipment. In FY2025, the emissions increased slightly to 483.74 tCO₂e. The variation reflects operational fleet usage during the reporting period.

The Group implemented the following initiatives to improve energy efficiency and manage emissions:

- Transition from LPG-powered forklifts to electric forklifts;
- Fuel consumption monitoring for company vehicles; and
- Logistics schedule optimisation.

The Group continues to:

- Monitor fuel consumption;
- Optimise logistics scheduling; and
- Maintain preventive maintenance programmes to improve fuel efficiency.



SUSTAINABILITY STATEMENT

6. ENVIRONMENTAL (CONT'D)

6.1 Energy and Emissions Management (cont'd)

Scope 2 (Purchased Electricity)

Scope 2 emissions decreased in FY2025 in line with reduced electricity consumption.

Energy management measures include:

- Formalised energy conservation procedures;
- “Lights-off” practices during non-operational hours;
- Office temperature optimisation within the range of 24°C–25°C; and
- Production schedule optimisation to reduce unnecessary overtime energy usage.

The Group will continue monitoring electricity consumption intensity relative to operational output.



Scope 3 (Other Indirect Emissions)

Scope 3 emissions reported in FY2025 include:

- Employee commuting; and
- Business travel.

The reduction in employee commuting emissions reflects the introduction of company transport arrangements, reducing reliance on single-occupancy vehicles. Business travel emissions also decreased compared to FY2024.



Carbon Intensity

The Group recorded a reduction in carbon intensity from 22.73 in FY2024 to 22.49 in FY2025, demonstrating continued progress in improving operational emissions efficiency.

The Group will continue monitoring energy intensity and emissions performance.

6.2 Water Management

Water is primarily used for facility operations and sanitation purposes. As the Group’s manufacturing processes are not water-intensive, overall water usage remains relatively low.

- ✦ Water consumption: 8.984ML
- ✦ Water intensity: 0.0090
- ✦ Water quality improved after installing AWG machine; 6,450 litres drinking water generated

Nevertheless, water consumption is monitored annually to ensure responsible use and compliance with regulatory requirements.

SUSTAINABILITY STATEMENT

6. ENVIRONMENTAL (CONT'D)

6.2 Water Management (cont'd)

Total water consumption for the reporting period is presented as follows:

Water Consumption	FY2024	FY2025
Water Volume (MegaLitre)	8.572	8.984
Water Intensity	0.0082	0.0090

The increase in FY2025 water consumption reflects operational requirements during the reporting period. Water usage remains within manageable levels relative to the scale of operations.

In November 2025, the Group installed an Atmospheric Water Generation (AWG) unit. Approximately 6,450 litres of drinking water were generated between installation and year-end. As implementation commenced in late FY2025, the quantitative impact on annual withdrawal was limited; however, the initiative establishes the foundation for longer-term resource optimisation.

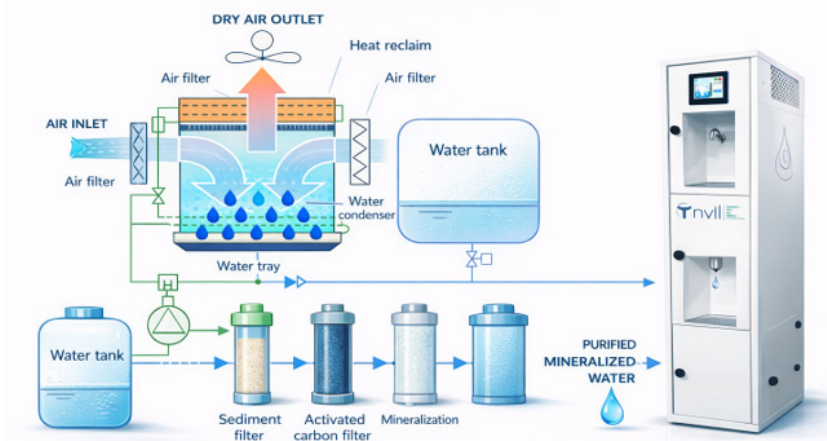
The AWG system produces purified drinking water on-site through a controlled filtration and mineralisation process, ensuring consistent water quality and safe drinking water for employees. This initiative enhances workplace welfare by providing reliable access to clean and high-quality drinking water within the facility while reducing reliance on bottled water supply. Access to safe drinking water is particularly important in a manufacturing environment, as it supports employee health, proper hydration, and overall workplace well-being.

The Group will monitor the operational performance and long-term impact of this initiative in FY2026.



ATMOSPHERIC WATER GENERATOR

HOW IT WORKS

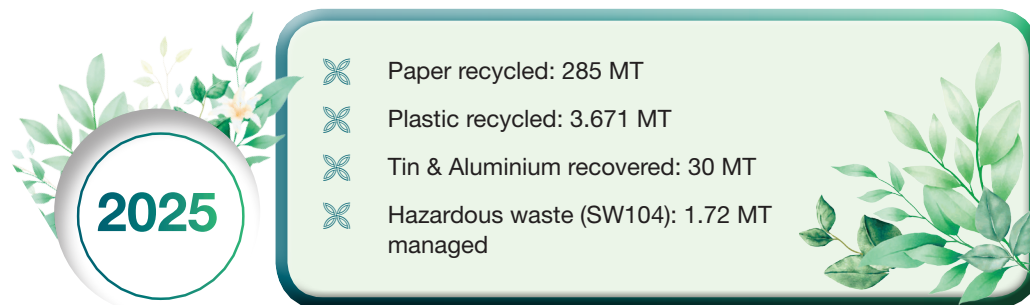


SUSTAINABILITY STATEMENT

6. ENVIRONMENTAL (CONT'D)

6.3 Waste Management and Resource Efficiency

KHPT recognises that improper waste handling may pose environmental and operational risks. The Group therefore implements structured waste management practices to ensure compliance with regulatory requirements and to support resource efficiency.



Waste Segregation and Diversion

During FY2025, the Group strengthened its waste management practices through the implementation of a structured four-stream waste segregation system at source. The segregation categories include:

- Paper;
- Plastic;
- Tin and Aluminium; and
- Hazardous Waste - (SW410 - rags, plastic, papers or filters contaminated with scheduled waste).

Standardised labelling and handling procedures were introduced to improve segregation accuracy and minimise cross-contamination. These measures support more effective waste tracking and facilitate higher diversion of recyclable materials from disposal.



Waste diversion performance for the reporting period is presented below:

Waste Type Diverted from Disposal	Unit	FY2024	FY2025
Paper	Metric tonnes	N/A*	285
Plastic	Metric tonnes	0.87	3.671
Tin & Aluminium	Metric tonnes	N/A*	30
Hazardous Waste - SW410 - Rags, plastic, papers or filters contaminated with schedule waste	Metric tonnes	N/A*	1.72

* N/A indicates data not available as the initiative commenced in FY2025.

The increase in diversion volumes reflects the improved effectiveness of segregation practices and strengthened waste monitoring controls implemented during the year.

SUSTAINABILITY STATEMENT

6. ENVIRONMENTAL (CONT'D)



Office Resource Efficiency

In addition to operational waste management, the Group continues to promote responsible resource usage within its administrative functions. During the reporting period, a secure print system was introduced across office operations.

Under this system, print jobs are released only after users authenticate their identity at the printer through an assigned access method. This measure helps to:

- Prevent unintended or duplicate printing;
- Reduce abandoned print jobs;
- Protect confidential documents; and
- Lower overall paper consumption.



The secure print system forms part of the Group's broader initiative to enhance workflow digitalisation while reducing paper-related waste within office operations.

SUSTAINABILITY STATEMENT

6. ENVIRONMENTAL (CONT'D)

Ongoing Commitment

The Group continues to apply the **3R principles (Reduce, Reuse and Recycle)** as part of its waste management approach. KHPT will progressively strengthen waste data monitoring, segregation practices, and resource recovery efforts to further improve waste diversion performance in the coming years.

6.4 Environmental Compliance and Outlook

The Group remains committed to compliance with environmental laws.


Looking ahead, the Group intends to:

- Strengthen emissions data governance;
- Enhance employee awareness; and
- Identify feasible efficiency initiatives.

Improvements will be implemented progressively.

7. SOCIAL

KHPT recognises that sustainable business performance depends on a safe, capable, and fairly treated workforce. As a manufacturing-focused group, occupational health and safety, labour practices, training, and community engagement remain key social priorities.



KHPT continued to strengthen its social sustainability performance in FY2025, maintaining zero workplace fatalities while advancing workforce capability, ethical employment practices, and community engagement.

SUSTAINABILITY STATEMENT

7. SOCIAL (CONT'D)

7.1 Occupational Health and Safety

The Group maintains a safe working environment in compliance with the Occupational Safety and Health Act 1994 (as amended in 2022) and GRI 403.



- ✦ Zero work-related fatalities recorded across all operations
- ✦ Lost Time Injuries (LTI) reduced from 7 cases in FY2024 to 6 cases in FY2025
- ✦ Lost Time Incident Rate (LTIR) improved slightly from 2.16 to 2.11, reflecting strengthened safety monitoring
- ✦ Significant reduction in lost time injury hours from 1,184 hours to 120 hours, with lost days reduced from 148 days to 15 days
- ✦ 562 hours of health and safety training conducted with a shift toward role-specific and high-risk task training modules

A Safety and Health Committee (“SHC”) has been established to:

- Identify workplace hazards;
- Monitor compliance with safety procedures;
- Review incident trends; and
- Recommend corrective and preventive measures.

Emergency Response Team (“ERT”) members are trained to respond to workplace incidents.

Occupational Health and Safety Performance

All new employees are required to undergo safety induction prior to site deployment. Refresher training is conducted periodically, covering:

- Hazard Identification, Risk Assessment and Risk Control (HIRARC);
- Safe machinery handling; and
- Emergency response procedures.

Health and safety training data is disclosed in the performance table:

Health and Safety Training	FY2024	FY2025
Total Training Hours	657 hrs	562 hrs

FY2025 safety training focused on quality over quantity. Moving away from the general awareness programmes conducted in 2024, we implemented department/role-specific intensive modules. This targeted approach ensured that employees received training directly relevant to their high-risk tasks. Although total training man-hours decreased, the transition has led to a more competent workforce with a deeper understanding of safety protocols.



SUSTAINABILITY STATEMENT

7. SOCIAL (CONT'D)

Occupational Health and Safety Performance (cont'd)

In addition to specialised sessions, we maintain a culture of continuous improvement through our 'Safety Vibe' publication. This serves as a vital tool for disseminating safety protocols and reinforcing our zero-harm objectives through monthly updates.

Workplace safety performance is monitored through key indicators, including the number of work-related fatalities, Lost Time Injuries ("LTI"), and the Lost Time Incident Rate ("LTIR").

LTIR is a key safety performance metric used to measure the frequency of work-related injuries that result in lost workdays. It provides a standardised benchmark to assess safety performance relative to total man-hours worked.

Health and Safety	FY2024	FY2025
Number of Work-Related Fatalities	0	0
Number of Work-Related Lost Time Injuries	7	6
Lost Time Incident Rate	2.16	2.11
Lost time injury (Hours)	1,184	120
Lost days	148	15

LTIR is calculated as:
(Number of lost time injuries ÷ Total hours worked) × 200,000.

The continued reduction in LTIR demonstrates the effectiveness of reinforced safety governance, improved hazard identification practices, and stronger supervisory accountability across operational areas. Notably, lost time injury hours and lost days also recorded significant reductions, indicating improved incident management and recovery outcomes.

Access to operational areas is strictly controlled, and site deployment is only permitted upon completion and documentation of the safety induction. Attendance records are maintained by the Human Resource and Safety Department to monitor compliance.

Indicators		Our Targets
Health and Safety	C5(a) Number of work-related fatalities	Maintain 0 work-related fatalities
	C5(b) Lost time incident rate	Reduction in lost time incident rate from FY2024 levels
	Percentage of employees and contractors who have received mandatory safety induction prior to site deployment	Ensure 100% of employees and contractors receive mandatory safety induction before site deployment.

SUSTAINABILITY STATEMENT

7. SOCIAL (CONT'D)

Regulatory Collaboration

During FY2025, the Group participated in occupational safety initiatives organised by the Department of Occupational Safety and Health ("DOSH"), including:

AR and VR Forensic Applications in Workplace Safety



The Group participated in an Augmented Reality (AR) and Virtual Reality (VR) forensic safety application programme aimed at enhancing hazard identification and incident investigation capabilities. The initiative introduced immersive simulation technology to demonstrate accident reconstruction, unsafe act analysis, and root cause identification in a controlled virtual environment.

Through this programme, employees and safety personnel were exposed to advanced digital tools that improve risk awareness, strengthen preventive measures, and enhance learning effectiveness compared to conventional classroom training. This initiative reflects the Group's commitment to leveraging technology to continuously improve workplace safety standards.

Third Country Training Programme (TCTP)

The Group hosted officers from participating third countries under DOSH's TCTP initiative, sharing its workplace safety governance, risk control measures, and operational safety practices. This engagement demonstrates its commitment to industry leadership and regional knowledge sharing in occupational safety and health.



7.2 Human Capital and Labour Practices

The Group recognises that workforce capability directly influences product quality, operational stability, and customer confidence. As a manufacturing organisation serving the automotive sector, maintaining a competent, compliant, and fairly treated workforce remains a key operational priority.



In FY2025, there were **no reported cases of forced labour, child labour, or material breaches of labour regulations.**

SUSTAINABILITY STATEMENT

7. SOCIAL (CONT'D)

7.2 Human Capital and Labour Practices (cont'd)

KHPT is committed to upholding fair labour practices and respecting human rights across all operations. The Group maintains a strict zero-tolerance policy towards:

- Forced labour;
- Child labour; and
- Discriminatory employment practices.

Employment practices are governed by applicable Malaysian labour regulations, including:

- Employment Act 1955 (Amendment 2022);
- Minimum Wage Order;
- Employees Provident Fund ("EPF") regulations;
- Social Security Organisation ("SOCSO") requirements; and
- Workers' Minimum Standards of Housing and Amenities Act 1990 (Act 446), where applicable.

Employment policies are communicated through employment contracts, internal briefings, and workplace guidelines to ensure clarity of rights and responsibilities.

Fair Compensation and Statutory Compliance

The Group ensures that all employees, including foreign workers, receive remuneration that meets or exceeds the national minimum wage.

Statutory compliance is maintained at 100% for:

- EPF including eligible foreign workers in accordance with prevailing regulations; and
- SOCSO providing employment injury protection.

Ethical Management of Foreign Workforce

Foreign employees are regarded as integral members of the KHPT workforce. Ethical employment practices include:

- Advocacy for zero recruitment fees to prevent debt bondage;
- Accommodation that complies with Act 446 standards; and
- Allowing foreign workers to retain possession of their personal identification documents.

7.3 Training and Development

The Group invests in employee development to strengthen operational competence, maintain quality standards, and support internal succession planning, particularly within its manufacturing and quality management functions.



- ✦ 191 employees trained with 1,823 cumulative training hours (9.54 hours per employee)
- ✦ Training focused on technical skills, safety standards, IATF-QMS requirements, and compliance awareness
- ✦ Shift toward role-specific competency training aligned with operational needs
- ✦ Training structured around Safety Excellence, Operational Mastery, and Succession Development

SUSTAINABILITY STATEMENT

7. SOCIAL (CONT'D)

7.3 Training and Development (cont'd)

Training Indicators	FY2024	FY2025
Total employees trained	233	191
Cumulative training hours	2,988	1,823
Training hours per employee	12.82	9.54

Training programmes conducted during the year covered:

- Technical and operational skills enhancement;
- Occupational safety standards;
- IATF-QMS related requirements; and
- Compliance and governance awareness.



The reduction in cumulative training hours in FY2025 reflects a more targeted training approach focusing on role-specific competencies and operational priorities. Despite the decrease in overall hours, essential competency and compliance training requirements continued to be fulfilled.

In January 2024, the Group conducted a fire drill to enhance employees' emergency preparedness. The exercise included demonstrations on evacuation procedures, basic firefighting techniques, and safe assembly practices, strengthening fire safety awareness and emergency response capabilities.

Training efforts are structured around three key pillars:

1. **Safety Excellence** – Strengthening hazard awareness and operational discipline to reduce workplace risk.
2. **Quality and Operational Mastery** – Enhancing technical expertise to support product quality, waste reduction, and resource efficiency objectives.
3. **Succession and Internal Mobility** – Building internal capability pipelines to support long-term organisational resilience.



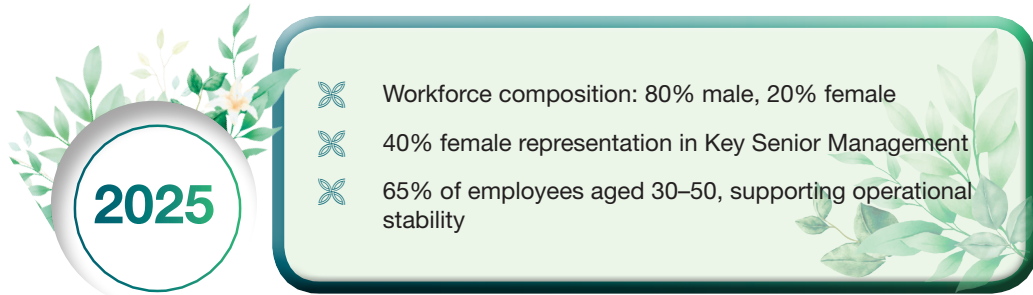
Training performance is reviewed annually by Top Management to ensure alignment with operational needs, audit requirements, and succession planning objectives.

SUSTAINABILITY STATEMENT

7. SOCIAL (CONT'D)

7.4 Diversity, Equity and Inclusivity

At KHPT, we believe that a diverse workforce strengthens resilience, innovation, and long-term sustainability. We are committed to providing equal employment opportunities and fostering a workplace culture where every employee — regardless of gender, age, ethnicity, or background — is empowered to perform and progress based on merit and capability.



Our approach to diversity extends beyond demographics. It focuses on cultivating an inclusive environment that supports collaboration, mutual respect, and fair treatment across all levels of the organisation.

The Group promotes:

- Non-discriminatory employment practices;
- Equal opportunity for career development; and
- Respectful workplace behaviour.

While our workforce composition reflects the operational and technical nature of the manufacturing industry, Management remains committed to ensuring inclusivity and equitable treatment throughout the organisation.

Workforce composition data is disclosed in the performance table below:

	FY2024					FY2025				
	Gender		Age			Gender		Age		
	Male	Female	<30	30-50	>50	Male	Female	<30	30-50	>50
Directors	33%	67%	0%	17%	83%	20%	80%	0%	20%	80%

Workforce breakdown	FY2024					FY2025				
	Gender		Age			Gender		Age		
	Male	Female	<30	30-50	>50	Male	Female	<30	30-50	>50
Senior Management (including Key Senior Management)	60%	40%	0%	80%	20%	60%	40%	0%	80%	20%
Middle Management	48%	52%	27%	70%	3%	47%	53%	18%	82%	0%
Non-Executive	93%	7%	34%	59%	7%	94%	6%	34%	60%	6%
Total	85%	15%	32%	62%	6%	80%	20%	30%	65%	5%

SUSTAINABILITY STATEMENT

7. SOCIAL (CONT'D)

7.5 Remuneration, Engagement and Workplace Well-being

The Group recognises that a stable and engaged workforce is fundamental to operational performance and long-term sustainability. KHPT provides a fair and competitive compensation structure aligned with national labour regulations and industry practices.



2025

- ✕ Competitive compensation and benefits aligned with Malaysian labour regulations
- ✕ 3 employees utilised paternity leave during the reporting period
- ✕ Employee engagement initiatives conducted, including multicultural festive celebrations and International Women's Day activities
- ✕ Open communication channels maintained to encourage employee feedback and workplace dialogue

Eligible employees receive a comprehensive benefits package, including medical and annual leave, life insurance, healthcare coverage, disability and invalidity protection, as well as maternity and parental leave. These benefits are designed to support employee welfare, financial security, and long-term career stability.

a. Employee Leave

Type of Leave	FY2024	FY2025
Number of Maternity Leave	N/A*	0
Number of Paternity Leave	N/A*	3
Percentage of employee returning to work after leave	N/A*	100%

*N/A : Not Applicable indicates data not available as the disclosure commenced in FY2025

Beyond remuneration, the Group actively fosters employee engagement and workplace cohesion through structured internal initiatives aimed at strengthening unity and morale across departments.

SUSTAINABILITY STATEMENT

7. SOCIAL (CONT'D)

7.5 Remuneration, Engagement and Workplace Well-being (cont'd)

Employee engagement initiatives include:

- Multicultural festive celebrations (Chinese New Year, Hari Raya Aidilfitri, Deepavali);
- International Women's Day initiatives recognising the contribution of female employees;
- Staff birthday celebrations to promote cross-functional interaction and team bonding; and
- Annual Dinner.



These initiatives contribute to a respectful and inclusive workplace culture where diversity is valued and personal milestones are acknowledged.

Employees are encouraged to raise concerns or feedback through established communication channels, including supervisors and management representatives. Open dialogue supports continuous workplace improvement and strengthens organisational stability.

SUSTAINABILITY STATEMENT

7. SOCIAL (CONT'D)

7.6 Community Engagement

KHPT recognises its responsibility to contribute positively to the communities surrounding its operations. Community initiatives are guided by responsibility, relevance, and sustainability principles.

Flagship Initiative – Orphanage Support

In FY2025, the Group’s primary outreach focused on holistic engagement with a local children’s home. The initiative combined:

- ✦ Physical engagement activities to promote well-being
- ✦ Emotional support through employee interaction
- ✦ Financial contributions to support operational sustainability of the home

The initiative reflects a collaborative effort between the Group and its employees, reinforcing a shared culture of compassion and social responsibility.

Community Indicator	FY2024	FY2025
Total community investment (MYR)	N/A*	2,497
Total beneficiaries	N/A*	25

*N/A indicates that the community engagement initiative commenced in FY2025.

In recognition of our commitment to talent development, the Group received appreciation certificates from educational institutions for providing internship and industrial training opportunities.

Community initiatives are reviewed periodically by Management to ensure relevance, effective utilisation of resources, and continued alignment with stakeholder expectations.



SUSTAINABILITY STATEMENT

7. SOCIAL (CONT'D)

7.6 Community Engagement (cont'd)

Investing in Future Talent

The Group supports national talent development through:

- Professional internship placements providing hands-on manufacturing exposure; and
- Sponsorship of academic awards and convocation events to recognise excellence.

These initiatives strengthen industry-academic linkages and contribute to workforce readiness within the automotive sector.

a. Internship

Department	FY2024	FY2025
Finance and Procurement	N/A*	1
Human Resources and Administrative Safety	N/A*	1
Internal Control and Compliance	N/A*	1
Technical	N/A*	1
Quality Assurance	N/A*	1
Production	N/A*	2
Logistic	N/A*	1

*N/A indicates data not available as the disclosure commenced in FY2025.

b. Sponsorship

Local University Sponsorship	FY2024	FY2025
Convocation Sponsorship (MYR)	4,000	3,000



SUSTAINABILITY STATEMENT

7. SOCIAL (CONT'D)

7.7 Social Outlook

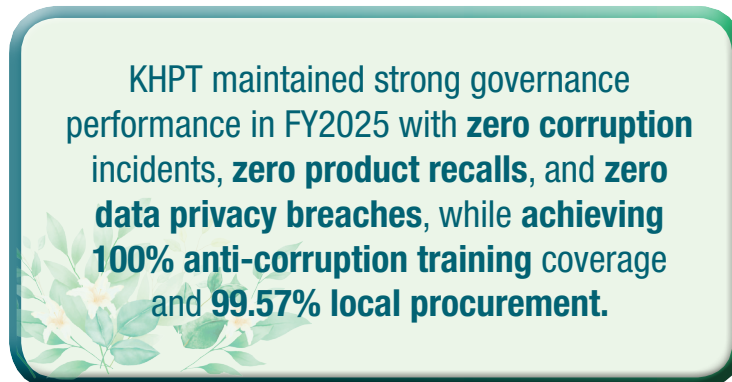
Moving forward, the Group remains committed to strengthening its social sustainability framework through the following priorities:



Social initiatives will be implemented progressively in alignment with operational priorities, stakeholder expectations, and regulatory requirements.

8. GOVERNANCE

Sustainability oversight at KHPT is embedded within the Board's strategic and risk governance responsibilities, ensuring ESG considerations are integrated into business planning and performance evaluation.



SUSTAINABILITY STATEMENT

8. GOVERNANCE (CONT'D)

8.1 Code of Conduct

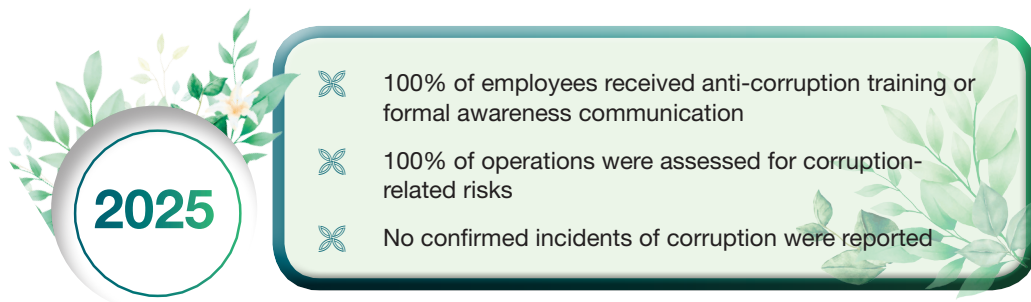
The Group has established a Code of Conduct outlining expected standards of behaviour for directors and employees. The Code provides guidance on:

- Ethical decision-making;
- Avoidance of conflicts of interest; and
- Compliance with applicable laws and regulations.

The Code applies across all levels of the organisation and supports a culture of responsible business conduct.

8.2 Anti-Bribery and Anti-Corruption (ABAC)

KHPT adopts a zero-tolerance approach towards bribery and corruption. The Group has implemented an Anti-Bribery and Anti-Corruption (ABAC) framework aligned with Section 17A of the Malaysian Anti-Corruption Commission (MACC) Act 2009 and GRI 205: Anti-corruption.



Confirmed Incidents of Corruption and Action Taken	FY2024	FY2025
Total Number of Confirmed Incidents of Corruption	0	0

Training Coverage (FY2025)

Percentage of Employees Who Received Training on Anti-Corruption by Employee Category	Training type	FY2024	FY2025
Senior Management	Classroom	N/A*	100%
Middle Management	Classroom	N/A*	100%
Other Employees	Briefing/ awareness	N/A*	100%
Bursa C1(b) Percentage of operations assessed for corruption-related risks	-	N/A*	100%
Bursa C1(c) Confirmed incidents of corruption and action taken	-	N/A*	0

* N/A = Not applicable. N/A indicates data not available as the disclosure commenced in FY2025.

SUSTAINABILITY STATEMENT

8. GOVERNANCE (CONT'D)

8.3 Political Contributions

The Group does not make financial or in-kind contributions to political parties, political organisations, candidates, or related entities, whether directly or indirectly.

In FY2025, no political contributions were made.

This position is consistent with the Group’s commitment to ethical business conduct and regulatory compliance.

8.4 Whistleblowing Mechanism

The Group has established a Whistleblowing Policy providing a confidential reporting channel for suspected misconduct, unethical behaviour, or policy breaches.

The mechanism:

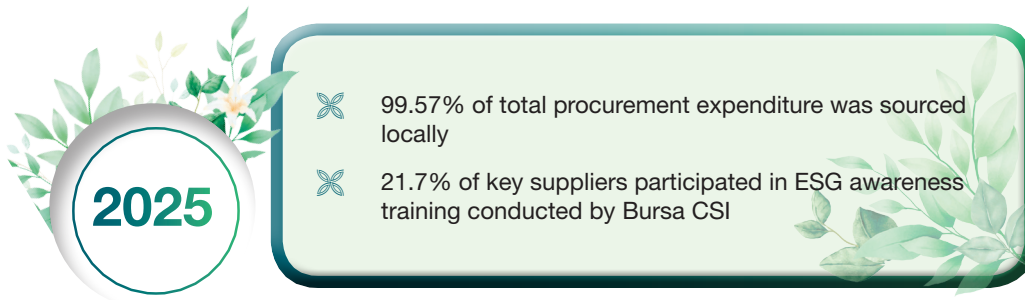
- Allows reporting without fear of retaliation;
- Ensures confidentiality and protection of whistleblowers; and
- Provides for investigation and appropriate follow-up by Management.

Reports may be submitted through designated internal channels, including a dedicated email platform.

In FY2025, no whistleblowing cases were reported.

8.5 Supply Chain Management

The Group recognises that responsible supply chain management is critical to operational continuity and risk management.



As part of supply chain engagement:

- Suppliers were briefed on the Group’s Supplier Code of Conduct; and
- Suppliers are required to provide relevant disclosures to support monitoring processes.

SUSTAINABILITY STATEMENT

8. GOVERNANCE (CONT'D)

8.5 Supply Chain Management (cont'd)

Supply Chain Management	FY2024	FY2024 (restated)	FY2025
Percentage Proportion of Spending on Local Suppliers	100%	99.08%*	99.57%

* As part of our continuous efforts to enhance data accuracy and strengthen internal reporting processes, the FY2024 figure was restated.

The Group intends to progressively strengthen sustainability considerations within its supplier engagement practices. We also actively support local businesses wherever possible to foster economic growth within the communities in which we operate.

8.6 Data Privacy and Information Security

Personal and confidential information is safeguarded in accordance with the Personal Data Protection Act (PDPA) 2010.

Measures implemented include:

- Access controls;
- Internal data handling procedures; and
- Employee awareness of data protection responsibilities.

In FY2025, there were no substantiated complaints concerning breaches of customer privacy or loss of customer data.

Data Privacy and Security	FY2024	FY2025
Percentage of Spending on Local Suppliers	0	0

8.7 Product Quality

Product quality is critical to KHPT's operations as an automotive manufacturer. The Group maintains structured quality management processes to ensure compliance with customer and regulatory requirements.

- ✕ No product recalls were recorded
- ✕ IATF 16949:2016 certification was successfully maintained

SUSTAINABILITY STATEMENT

8. GOVERNANCE (CONT'D)

8.7 Product Quality (con't)

As part of supply chain engagement:

- Documented Standard Operating Procedures (SOPs);
- Periodic internal audits; and
- Continuous review and improvement mechanisms.

Product Quality	FY2024	FY2025
Total Number of Product Recall	0	0

9. SUSTAINABILITY PERFORMANCE SUMMARY

FY2025 marked continued progress in KHPT's sustainability journey, with strengthened initiatives across environmental, social, and governance pillars. The year focused on enhancing operational efficiency, workplace safety, and governance controls to support long-term business resilience.

Key Performance Highlights

Pillar	Key Achievement	Impact	Year of Achievement
Environmental	Equipment Modernization	Upgraded production machinery with Servo Motors, significantly improving energy efficiency and precision.	2023-2024
Environmental	Fleet Electrification	Phased out LPG-powered forklifts in favor of Electric Forklifts, reducing indoor emissions and LPG dependency.	2025
Environmental	Resource Management	Utilized AWG unit to reduce municipal water reliance and established Scope 2 & 3 baselines.	2025
Social	Zero-Harm Culture	Achieved Zero workplace fatalities and a 2.31% improvement in LTIR through several safety & health initiative programs and continuous training.	2025

SUSTAINABILITY STATEMENT

9. SUSTAINABILITY PERFORMANCE SUMMARY (CONT'D)

Key Performance Highlights (cont'd)

Pillar	Key Achievement	Impact	Year of Achievement
Social	Talent & Education	(i) Provided professional internships and sponsored University Education Awards. (ii) Achieved 9.54 training hours per KHPT employees.	2025
Social	Community & Engagement	(1) Conducted high-impact CSR at local orphanage (2) Celebrated inclusivity through CNY, Hari Raya Aidilfitri, Deepavali (3) International Women's Day	2025
Governance	100% Integrity	Achieved 100% ABAC training coverage across all levels with zero reported whistleblowing cases.	2025

10. STRENGTHENING THE FOUNDATION: THE ROAD AHEAD

KHPT remains committed to advancing its sustainability practices in alignment with operational priorities and evolving stakeholder expectations.

Going forward, the Group will further enhance emissions data governance, drive operational efficiency improvements, and deepen sustainability awareness across the organisation as part of its resilience-focused strategy. At the same time, sustained emphasis will be placed on workplace safety performance, workforce capability development, and strict regulatory compliance.

Anchored by sound corporate governance and disciplined execution, these initiatives are designed to reinforce organisational resilience and support the Group's sustainable growth as a responsible automotive manufacturer.

11. BURSA MALAYSIA COMMON SUSTAINABILITY INDICATORS (CSI)

The Group's detailed sustainability performance data is presented in the following pages and reflects information for the financial year ended 31 December 2025 only. Certain sustainability indicators disclosed in this section are newly tracked during the financial year, representing the Group's first year of tracking for these indicators; accordingly, comparative data for prior financial years is not available. The Group will progressively enhance its data collection processes to enable comparative disclosures in future reporting periods, where applicable.

SUSTAINABILITY STATEMENT

Date & Time: 2026-04-23_14:57:27
FYE 31/12/2025

KHPT Holdings Berhad
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Anti-Corruption	Confirmed incidents of corruption and action taken	Number	0	0	No assurance
Anti-Corruption	Percentage of operations assessed for corruption-related risks	Percentage	100	100	No assurance
Anti-Corruption	Anti-Corruption Training by Employee Category: Senior Management (Including Key Senior Management)	Percentage	100	100	No assurance
Anti-Corruption	Anti-Corruption Training by Employee Category: Middle Management	Percentage	100	100	No assurance
Anti-Corruption	Anti-Corruption Briefing / awareness by Employee Category: Non-Executive	Percentage	100	100	No assurance
Data Privacy and Security	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	No assurance
Supply Chain Management	Supply Chain Management- Proportion of spending on local suppliers	Percentage	99.57	-	No assurance
Energy and Emission Management	Total Energy Consumption	MWh	2,253.65	-	No assurance
Energy and Emission Management	Total Direct (Scope 1) GHG Emissions	tCO2e	483.74	-	No assurance
Energy and Emission Management	Total Indirect (Scope 2) GHG Emissions	tCO2e	1,744.32	-	No assurance
Energy and Emission Management	Total Indirect (Scope 3) GHG Emissions	tCO2e	11.26	-	No assurance
Energy and Emission Management	Indirect (Scope 3) GHG Emissions - Employees commuting	tCO2e	10.25	-	No assurance

SUSTAINABILITY STATEMENT

Date & Time: 2026-04-23_14:57:27
FYE 31/12/2025

KHPT Holdings Berhad
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Energy and Emission Management	Indirect (Scope 3) GHG Emissions - Business travel	tCO2e	1,01	-	No assurance
Water Management	Total volume of water used	Megalitres	8,984	-	No assurance
Health and Safety	Number of work-related fatalities	Number	0	0	No assurance
Health and Safety	Lost time incident rate ("LTIR")	Rate	2.11	-	No assurance
Health and Safety	Number of employees trained on health and safety standards	Number	191	-	No assurance
* Diversity, Equity and Inclusivity	Gender of Senior Management (including Key Senior Management) Employees: Male	Percentage	60	-	No assurance
Footnote Sustainability Matter	Change the word Inclusion to Inclusivity				
* Diversity, Equity and Inclusivity	Senior Management (including Key Senior Management) Employees: Female	Percentage	40	-	No assurance
Footnote Sustainability Matter	Change the word Inclusion to Inclusivity				
* Diversity, Equity and Inclusivity	Gender of Middle Management Employees: Male	Percentage	47	-	No assurance
Footnote Sustainability Matter	Change the word Inclusion to Inclusivity				
* Diversity, Equity and Inclusivity	Gender of Middle Management Employees: Female	Percentage	53	-	No assurance
Footnote Sustainability Matter	Change the word Inclusion to Inclusivity				
* Diversity, Equity and Inclusivity	Gender of Non-Executive Employees: Male	Percentage	94	-	No assurance
Footnote Sustainability Matter	Change the word Inclusion to Inclusivity				

SUSTAINABILITY STATEMENT

 Date & Time: 2026-04-23_14:57:27
 FYE 31/12/2025

 KHPT Holdings Berhad
 BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
* Diversity, Equity and Inclusivity	Gender of Non-Executive Employees: Female	Percentage	6	-	No assurance
Footnote Sustainability Matter					
Change the word Inclusion to Inclusivity					
* Diversity, Equity and Inclusivity	Age Group of Senior Management (Including Key Senior Management) Employees: Under 30	Percentage	0	-	No assurance
Footnote Sustainability Matter					
Change the word Inclusion to Inclusivity					
* Diversity, Equity and Inclusivity	Age Group of Senior Management (Including Key Senior Management) Employees: 30-50	Percentage	80	-	No assurance
Footnote Sustainability Matter					
Change the word Inclusion to Inclusivity					
* Diversity, Equity and Inclusivity	Age Group of Senior Management (Including Key Senior Management) Employees: Above 50	Percentage	20	-	No assurance
Footnote Sustainability Matter					
Change the word Inclusion to Inclusivity					
* Diversity, Equity and Inclusivity	Age Group of Middle Management Employees: Under 30	Percentage	18	-	No assurance
Footnote Sustainability Matter					
Change the word Inclusion to Inclusivity					
* Diversity, Equity and Inclusivity	Age Group of Middle Management Employees: 30-50	Percentage	82	-	No assurance
Footnote Sustainability Matter					
Change the word Inclusion to Inclusivity					
* Diversity, Equity and Inclusivity	Age Group of Middle Management Employees: Above 50	Percentage	0	-	No assurance
Footnote Sustainability Matter					
Change the word Inclusion to Inclusivity					
* Diversity, Equity and Inclusivity	Age Group of Non-Executive Employees: Under 30	Percentage	34	-	No assurance

SUSTAINABILITY STATEMENT

KHPT Holdings Berhad
BMLR Transition Period

Date & Time: 2026-04-23_14:57:27
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Footnote Sustainability Matter	Change the word Inclusion to Inclusivity				
* Diversity, Equity and Inclusivity	Age Group of Non-Executive Employees: Under 30-50	Percentage	60	-	No assurance
Footnote Sustainability Matter	Change the word Inclusion to Inclusivity				
* Diversity, Equity and Inclusivity	Age Group of Non-Executive Employees: Above 50	Percentage	6	-	No assurance
Footnote Sustainability Matter	Change the word Inclusion to Inclusivity				
* Diversity, Equity and Inclusivity	Percentage of Directors by Gender: Male	Percentage	33.33	-	No assurance
Footnote Sustainability Matter	Change the word Inclusion to Inclusivity				
* Diversity, Equity and Inclusivity	Percentage of Directors by Gender: Female	Percentage	66.67	-	No assurance
Footnote Sustainability Matter	Change the word Inclusion to Inclusivity				
* Diversity, Equity and Inclusivity	Percentage of Directors by Age Group: Under 30	Percentage	0	-	No assurance
Footnote Sustainability Matter	Change the word Inclusion to Inclusivity				
* Diversity, Equity and Inclusivity	Percentage of Directors by Age Group: Between 30-50	Percentage	20	-	No assurance
Footnote Sustainability Matter	Change the word Inclusion to Inclusivity				
* Diversity, Equity and Inclusivity	Percentage of Directors by Age Group: Above 50	Percentage	80	-	No assurance
Footnote Sustainability Matter	Change the word Inclusion to Inclusivity				
Labour Practices and Standards	Percentage of employees that are contractors or temporary staff	Percentage	0	-	No assurance

SUSTAINABILITY STATEMENT

Date & Time: 2026-04-23_14:57:27
FYE 31/12/2025

KHPT Holdings Berhad
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Labour Practices and Standards	Total Hours of Training	Hours	1823	-	No assurance
Labour Practices and Standards	Total Hours of Training per Employee	Hours	9.54	-	No assurance
Labour Practices and Standards	Number of substantiated complaints concerning human rights violations	Number	0	0	No assurance
Community Management	Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	5497	-	No assurance
Community Management	Total number of beneficiaries of the investment in communities	Number	25	-	No assurance

CORPORATE GOVERNANCE OVERVIEW STATEMENT

INTRODUCTION

The Board of Directors (the “Board”) of KHPT Holdings Berhad (“KHPT” or “the Company”) is committed to upholding high standards of corporate governance and has adopted the principles and practices set out in the Malaysian Code on Corporate Governance (the “Code”). The Board recognises that strong governance practices are essential in safeguarding ethical business conduct, enhancing organisational performance, and delivering sustainable value to shareholders. In addition, the Board continuously evaluates and implements relevant governance improvements where appropriate.

In this regard, the Board has applied and reported on the following three main principles of the Code:

Principle A: Board Leadership and Effectiveness;

Principle B: Effective Audit and Risk Management; and

Principle C: Integrity in Corporate Reporting and Meaningful Relationship with Stakeholders.

This Corporate Governance Overview Statement is prepared in accordance with the ACE Market Listing Requirements (“AMLR”) of Bursa Malaysia Securities Berhad (“Bursa Securities”).

During the financial year, the Board deliberated on key strategic initiatives, operational performance, risk management matters and sustainability priorities to ensure the long-term resilience of the Group. In discharging its responsibilities, the Board exercised sound judgement and due consideration of material risks and opportunities, ensuring that its decisions contributed to strengthening governance, enhancing long-term value creation and safeguarding stakeholders’ interests.

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

I. BOARD RESPONSIBILITIES

1. Board of Directors

The Board plays a critical role in setting the appropriate tone at the top and is responsible for leading and managing the Group effectively and ethically. Each Director has a fiduciary duty to act in the best interests of the Group, with the objective of enhancing long-term shareholder value. The Directors, collectively and individually, recognise their responsibilities to the Group and its stakeholders in overseeing the management of the Group’s affairs. A copy of the Board Charter is published on the Company’s website at <https://khpt.com.my>.

The Group’s corporate governance structure consists of a set of structures, policies and procedures. The fundamental of this governance structure is the Board and is supported by two (2) Board Committees to which the Board has delegated specific responsibilities, namely the Audit and Risk Management Committee (“ARMC”) and Nomination and Remuneration Committee (“NRC”).

2. The Chairperson and the Group Managing Director (“GMD”)

The Chairperson of the Board, Datuk Noripah Binti Kamso, is an Independent Non-Executive Chairperson who leads the Board by instilling a culture of integrity and ethical leadership while ensuring its overall effectiveness, with particular emphasis on governance and compliance. The Chairperson also leads the Board meetings, promotes open discussion and encourages active participation from all Directors in the deliberation of matters and ensuring that no individual Director dominates the discussion. She also ensures that the Board receives accurate, timely and clear information to enable informed decision-making.

The roles of the Chairperson and the GMD are held by separate individuals to ensure a clear division of responsibilities and a balance of authority. This separation of roles facilitates constructive and open dialogue, as well as an effective exchange of views between the Board and Management in the deliberation of the Company’s business, strategic direction and key activities.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

I. BOARD RESPONSIBILITIES (CONT'D)

3. Company Secretary

The Board is assisted by a qualified and competent Company Secretary who is a member of the Malaysian Institute of Chartered Secretaries and Administrators (“MAICSA”) and is qualified to act as Company Secretary pursuant to Section 235(2) of the Companies Act 2016. The Company Secretary plays a vital role in advising the Board on matters relating to the Company’s Constitution, the Board’s policies and procedures, as well as the applicable laws and regulations with which the Company is required to comply.

All Directors have unrestricted access to the advice and services of the Company Secretary to facilitate the effective discharge of their duties and the proper conduct of the Board’s affairs. The Directors may also seek independent professional advice, where necessary, at the Company’s expense in the furtherance of their duties.

The Company Secretary ensures that all Board and Board Committee meetings are properly convened and that accurate and proper records of the deliberations, proceedings, and resolutions passed are maintained. In addition, the Company Secretary ensures that the statutory registers are properly maintained at the registered office of the Company.

The Board is also regularly updated and kept informed by the Company Secretary of the latest developments in the ACE Market Listing Requirements (“AMLR”), directives and circulars issued by Bursa Securities, as well as other relevant legal and regulatory developments. The Board is satisfied with the performance and support rendered by the Company Secretary in the discharge of her duties.

4. Board Charter, Codes and Policies

The Board has established the following governance documents and policies to support the effective discharge of its duties and responsibilities:

a) Board Charter

The Board Charter sets out the key values, principles and ethos of the Company and clearly delineates the roles and responsibilities of the Board (including matters reserved for the Board), the Chairperson, the GMD, the Board Committees and individual Directors. It also provides guidance on the Board’s operating practices, as well as the ethical standards expected of Directors and Management in the discharge of their duties to the Company.

The Board reviews the Board Charter once every three (3) years or as and when necessary, and makes the appropriate amendments to ensure that it remains consistent with the Board’s objectives as well as prevailing laws and best practices.

A copy of the Board Charter is published on the Company’s website at <https://khpt.com.my>.

b) Code of Conduct and Ethics

The Company has established a Code of Conduct and Ethics (“COCE”) which sets out the standards of conduct expected of Directors, Management and employees in discharging their duties and responsibilities. The COCE aims to promote a corporate culture that encourages ethical behaviour and integrity throughout the Group.

A copy of the COCE is published on the Company’s website at <https://khpt.com.my>.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

I. BOARD RESPONSIBILITIES (CONT'D)

4. Board Charter, Codes and Policies (Cont'd)

The Board has established the following governance documents and policies to support the effective discharge of its duties and responsibilities (Cont'd):

c) Whistleblowing Policy

The Group adopts a zero-tolerance approach towards all forms of bribery and corruption and, with the support of the Board, has established a Whistleblowing Policy. The policy provides an avenue for Directors, employees, and stakeholders of the Group to report any improper conduct in a confidential manner, while ensuring that whistleblowers are protected against any form of retaliation.

The Whistleblowing Policy can be accessed through the Company's website at <https://khpt.com.my>.

d) Anti-Bribery and Anti-Corruption Policy and Procedures

In addition to the COCE, the Company has established an Anti-Bribery and Anti-Corruption ("ABAC") Policy and Procedures in line with the requirements of Section 17A of the Malaysian Anti-Corruption Commission Act 2009.

The ABAC Policy and Procedures aim to ensure that all Directors, Management and employees understand their obligations to refrain from any involvement in bribery, corruption, conflict of interest or other unethical conduct, thereby preventing corrupt practices in relation to the Group's business activities.

The ABAC Policy can be accessed through the Company's website at <https://khpt.com.my>.

e) Sustainability Policy

The Board recognises the importance of environmental, social and governance ("ESG") considerations and integrates sustainability practices into the Group's strategic decision-making process.

Further details on the Group's sustainability initiatives have been set out in the Sustainability Statement in the Annual Report 2025.

f) Conflict of Interest Policy

The Board has adopted a Conflict of Interest Policy to ensure that any conflict of interest situations are properly identified, disclosed and managed. The policy promotes transparency, accountability and good governance within the Group.

This policy applies to all Directors and employees of the Group and covers situations where actual or potential conflicts of interest may arise between their personal interests and the interests of the Company or its subsidiary.

g) Directors' Fit and Proper Policy

The Board has established a Directors' Fit and Proper Policy to ensure that individuals appointed or re-elected as Directors of the Company and its subsidiary possess the necessary integrity, competence, experience and commitment to effectively discharge their responsibilities.

The Directors' Fit and Proper Policy is made available on the Company's website at <https://khpt.com.my>.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

I. BOARD RESPONSIBILITIES (CONT'D)

5. Board Meetings and Access to Information and Advice

The Board meets on a scheduled quarterly basis, with additional meetings convened as and when necessary. To facilitate effective planning, an annual meeting calendar is prepared and circulated to the Directors prior to the beginning of each financial year.

During the financial year ended 31 December 2025 ("FY2025"), the Board held five (5) meetings. The attendance record of the Directors at the Board meetings held during FY2025 is set out below:

Directors	Attendance	%
Datuk Noripah Binti Kamsu	5/5	100
Datin See Hui Pvng	5/5	100
Dato' Tang Ngat Ngoh	4/5	80
Datuk Noor Azian Binti Shaari	5/5	100
Mr. Chan Yan San	5/5	100
Mr. Hideki Nomura*	3/4	75

* Retired from the Board on 14 November 2025.

There is a procedure in place to ensure the timely dissemination of Board and Board Committee meeting papers, together with the minutes of meetings, to all Directors within a reasonable period prior to the respective meetings. This enables the Directors to review the matters for deliberation and facilitates effective decision-making by the Board.

Members of Management may be invited to attend Board and Board Committee meetings to provide clarification and input on matters relating to their areas of responsibility. The Board may also invite external parties, such as external auditors, solicitors, and consultants, to attend the meetings where necessary.

6. Board Committees

The Board Committees review and deliberate on specific matters within their respective terms of reference and provide their recommendations to the Board. However, the ultimate responsibility for decision-making remains with the Board.

The terms of reference of the Board Committees are available for reference on the Group's website at <https://khpt.com.my>.

Audit and Risk Management Committee

The ARMC assists the Board in overseeing the effectiveness of the Group's internal control systems and risk management framework, including policies and procedures designed to safeguard the Group's assets and ensure the integrity of its financial reporting. The ARMC has direct and unrestricted access to the Company's External Auditors, Internal Auditors, and Management.

Further details of the activities of the ARMC are set out in the ARMC Report in this Annual Report on pages 89 to 91.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

I. BOARD RESPONSIBILITIES (CONT'D)

6. Board Committees (Cont'd)

Nomination and Remuneration Committee

The NRC comprises three (3) members, all of whom are Independent Non-Executive Directors, and is chaired by Dato' Tang Ngat Ngoh.

The NRC was established to support and advise the Board in fulfilling its responsibilities to shareholders by ensuring that the Board is composed of individuals with an appropriate mix of skills, knowledge and experience necessary for the effective discharge of its duties. The NRC also assists the Board in matters relating to the nomination, assessment and remuneration of Directors and Key Senior Management.

The NRC meets at least once a year, with additional meetings convened as and when required. During FY2025, the NRC met once and carried out the following key activities:

For Nomination Purposes:

- i. Reviewed the training needs of the Board and recommended appropriate training programmes, as well as facilitated induction and training sessions for Directors;
- ii. Assessed annually the effectiveness and performance of the Board, Board Committees, and individual Directors;
- iii. Reviewed the character, experience, integrity, competence and time commitment of the Directors and the Finance Controller;
- iv. Assessed the independence of Independent Non-Executive Directors; and
- v. Reviewed and recommended the re-election of Directors who are subject to retirement at the Annual General Meeting ("AGM").

For Remuneration Purposes:

- i. Reviewed the Remuneration Framework of the Group.
- ii. Reviewed and recommended to the Board for approval the remuneration packages of the Executive Directors and Non-Executive Directors.
- iii. Reviewed performance and recommended to the Board the annual total remuneration packages, including salaries, incentives, and other benefits, for the Executive Directors and Non-Executive Directors.
- iv. Delegated authority to the GMD to determine bonuses and remuneration packages for Key Senior Management.

II. BOARD COMPOSITION

1. Composition and Diversity

The Board believes that its current size and composition are appropriate to effectively oversee the Group's operations. The Board maintains an appropriate balance of expertise, skills and attributes among its Directors, which is reflected in the diversity of their backgrounds and competencies. These competencies include finance, accounting, legal, digital and industry knowledge, as well as entrepreneurial and management experience, and familiarity with regulatory requirements and risk management.

As at the date of this Statement, the Board comprises one (1) Independent Non-Executive Chairperson, four (4) Independent Non-Executive Directors and one (1) Group Managing Director. Accordingly, a majority of the Board consists of Independent Directors, which ensures that independent judgement is exercised in the deliberation of matters concerning the affairs of the Company.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

II. BOARD COMPOSITION (CONT'D)

1. Composition and Diversity (Cont'd)

The Board acknowledges the importance of promoting gender diversity in its composition. Currently, four (4) female Directors serve on the Board, representing approximately 67% female representation.

The Board also recognises that diversity within Key Senior Management encourages broader perspectives and constructive discussions, which contribute to better decision-making. Diversity in experience and perspectives at the Key Senior Management level enables the Group to gain valuable insights and maintain a competitive advantage. Currently, there is one (1) female representative within the Key Senior Management of the Company.

The Board's Diversity, Equity and Inclusivity Policy is available on the Company's website at <https://khpt.com.my>. The profiles of the Directors are set out on pages 12 to 18 of this Annual Report.

2. Independence

The Board recognises the importance of having a significant representation of Directors who are capable of, and willing to make decisions in the best interests of shareholders, free from any conflict of interest and independent of Management. Independent Non-Executive Directors are those who are able to exercise their duties and express their views objectively, without undue influence from familiarity, business, or other relationships.

As at the date of this Statement, the Board comprises five (5) Independent Non-Executive Directors, namely Datuk Noripah Binti Kamsu, Dato' Tang Ngat Ngoh, Datuk Noor Azian Binti Shaari, Mr. Chan Yan San, and Mr. Ang Yoke Kee. They are neither substantial shareholders nor employees of the Group and have no relationships that are likely to compromise their independent judgement.

In line with the Malaysian Code on Corporate Governance and the provisions of AMLR, the tenure of an Independent Non-Executive Director should not exceed a cumulative term of nine (9) years. Upon completion of nine (9) years, the Director may continue to serve on the Board subject to re-designation as a Non-Independent Director. Alternatively, the Board may retain the Director as an Independent Director beyond nine (9) years, subject to shareholders' approval to be obtained on an annual basis, up to twelve (12) years.

The independence of the Independent Non-Executive Directors is assessed annually through the Board evaluation process, based on the criteria prescribed by Bursa Malaysia Securities Berhad. The Board was satisfied with the level of independence demonstrated by all Independent Non-Executive Directors.

3. Appointment of Board

The Board comprises individuals with extensive and complementary knowledge, competencies, and expertise, enabling them to make an active, informed and positive contribution to the management of the Group, particularly in terms of strategic direction and business development. Appointments to the Board are based on objective criteria, merit, and due regard for diversity in skills, experience, age, cultural background, and gender.

The Company's Directors' Fit and Proper Policy serves as a guide to the NRC and the Board in assessing potential candidates for appointment as Directors, as well as existing Directors seeking re-election. The policy ensures that all Directors possess the appropriate blend of qualifications, expertise, track record, character, integrity, and time commitment required to effectively discharge their responsibilities.

The NRC assesses the suitability of candidates before formally recommending them for appointment to the Board. In doing so, the NRC considers and evaluates each candidate's skills, knowledge, expertise, competence, experience, professionalism, and personal characteristics. For the appointment of Independent Non-Executive Directors, additional considerations include compliance with the independence criteria prescribed under the AMLR of Bursa Malaysia Securities Berhad and the candidates' ability to commit sufficient time to attend to the affairs of the Company, including Board and Board Committee meetings as well as AGMs.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

II. BOARD COMPOSITION (CONT'D)

4. Re-election of Directors

In accordance with the Company's Constitution and in compliance with the AMLR of Bursa Securities, a Director shall retire from office at least once every three (3) years but shall be eligible for re-election.

Pursuant to Clause 102 of the Company's Constitution, an election of Directors shall take place each year at the Company's AGM, where one-third (1/3) of the Directors for the time being, or, if their number is not three (3) or a multiple of three (3), then the number nearest to one-third (1/3) shall retire from office and be eligible for re-election. Retiring Directors are required to retire at least once every three (3) years but remain eligible for re-election. A retiring Director retains office until the close of the meeting at which they retire.

Clause 109 of the Constitution further provides that any Director appointed to fill a casual vacancy or as an addition to the Board shall hold office only until the next AGM and shall be eligible for re-election.

For the forthcoming AGM, the following Directors will be retiring and, being eligible, have offered themselves for re-election:

- Datuk Noripah Binti Kamso (pursuant to Clause 102 of the Constitution);
- Datin See Hui Pvng (pursuant to Clause 102 of the Constitution); and
- Mr. Ang Yoke Kee (pursuant to Clause 109 of the Constitution).

To ensure that the retiring Directors are fit and capable of continuing to serve, the NRC conducted an assessment of their suitability, including any potential conflicts of interest, in accordance with the Directors' Fit and Proper Policy and the Constitution. The NRC concluded that the retiring Directors meet the criteria set out under the Policy and Rule 2.20A of the AMLR, covering character, experience, integrity, competence, and time commitment.

Based on the NRC's recommendation, the Board (save for the retiring Directors who have abstained from deliberation and voting) has unanimously resolved to recommend to shareholders that they vote in favour of the re-election of the retiring Directors at the forthcoming AGM.

Brief profiles of the retiring Directors, along with their attendance records at Board meetings, are presented in this Annual Report.

5. Annual Evaluation

The NRC is responsible for assessing the effectiveness of the Board, Board Committees and individual Directors on an annual basis. The evaluation process is led by the NRC and supported by the Company Secretary through structured questionnaires. The NRC reviews the outcomes of the evaluation and recommends to the Board on areas for improvement.

The assessment identifies the strengths and weaknesses of the Board and evaluates the contributions of each Director. The criteria for assessing the Board and individual Directors include the mix of skills, knowledge, experience, diversity, Board size, core competencies, and the contribution of each Director. The effectiveness of the Board Committees is assessed based on their roles and responsibilities, scope of work, expertise, frequency of meetings, provision of timely and sufficient information to the Board, and overall efficiency in discharging their functions.

The Board was satisfied with the outcome of the annual evaluation and concluded that the current Directors collectively possess the requisite skills and experience in alignment with the Board's skills matrix. The Chairperson has demonstrated effective leadership in safeguarding stakeholders' interests and ensuring the Group's sustainable performance. The Directors have also committed sufficient time to effectively discharge their responsibilities to the Company and the Group during the year.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

II. BOARD COMPOSITION (CONT'D)

6. Directors' Training

The Board recognises that continuous education is essential for Directors to remain updated on developments in the industry and business environment, as well as changes to statutory requirements and regulatory guidelines.

All Directors of the Company serving at the end of FY2025 have attended and successfully completed the Mandatory Accreditation Programme ("MAP") and MAP II, as required by Bursa Malaysia Securities Berhad. Directors continue to identify and participate in relevant training programmes and seminars to enhance their skills and knowledge, thereby enabling them to discharge their duties effectively.

The training programmes and seminars attended by the Directors in office as at the end of FY2025 are as follows:

Directors	Training Programmes Attended
Datuk Noripah Binti Kamso	<ul style="list-style-type: none"> Mandatory Accreditation Programme Part II: Leading for Impact Microplastics: Study of waters in Southeast Asia Khazanah Mega Trends Forum 2025 ASIAN Investment Conference
Datin See Hui Pvng	<ul style="list-style-type: none"> Mandatory Accreditation Programme II: Leading for Impact CEO/Owner Growth Mindset Programme
Dato' Tang Ngat Ngoh	The Directors did not attend any training programmes during the financial year due to their tight schedule. Nevertheless, they continued to keep abreast of relevant industry and regulatory developments through briefings by management, professional advisers, and updates from Bursa Malaysia.
Datuk Noor Azian Binti Shaari	
Mr. Chan Yan San	<ul style="list-style-type: none"> Mandatory Accreditation Programme II: Leading for Impact Webinar on Sales Tax Expansion 2025 - Broadening Scope

In addition, the Directors have received regular briefings and updates from Management and external advisors on the Group's business operations, risk management activities, compliance with AMLR, and relevant legal and regulatory developments. The Board continuously evaluates and determines the training needs of its members to support them in the effective discharge of their duties as Directors.

III. REMUNERATION

The Company's objective in determining the remuneration of Directors and Key Senior Management is to provide fair and competitive packages that attract, retain, and motivate a high-quality team, while aligning performance with the Company's strategic objectives and creating sustainable long-term value for shareholders.

The remuneration packages for Executive Directors and Key Senior Management comprise fixed components, which include base salary and, where applicable, fixed allowances determined in accordance with the Group's Human Resource policies, and variable components, which normally include annual bonuses and, where relevant, benefits-in-kind to reward performance.

The NRC reviews the remuneration packages of Executive Directors and makes recommendations to the Board for approval. The remuneration of Key Senior Management is determined by the GMD, taking into account the performance of the Company or Group, individual performance against key performance indicators, required qualifications, skills, and experience, and relevant market benchmarks.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

III. REMUNERATION (CONT'D)

When reviewing the structure and level of Directors' fees, the NRC considers the roles and responsibilities of the Directors, the complexity of the Company's operations, and comparative practices among peers. For Non-Executive Directors, the level of remuneration reflects their experience and the responsibilities undertaken. Each Non-Executive Director receives a base fee, as well as meeting allowances for attending Board and Board Committee meetings. The Directors' fees are determined by the Board and approved by shareholders at the AGM, with the respective Directors abstaining from voting on their own fees.

The Company aims to maintain a remuneration framework that is competitive, equitable, and aligned with the long-term objectives of the Company. This framework ensures that both fixed and variable components of remuneration appropriately reward performance and support the Group's strategic priorities.

Details of the Directors' remuneration of the Group and of the Company including fees, salary, bonus, benefits in-kind and other emoluments for the FY2025 are as follows:

Company

Directors	Directors' Fees (RM)	Salaries & Bonus (RM)	EPF and SOCSO (RM)	Benefits in-kind (RM)	Allowance (RM)	Total (RM)
Executive Directors:						
Datin See Hui Pvng	–	–	–	–	–	–
Hideki Nomura*	–	–	–	–	–	–
Non-Executive Directors:						
Datuk Noripah Binti Kamso	54,000	–	–	–	2,500	56,500
Dato' Tang Ngat Ngoh	42,000	–	–	–	3,000	45,000
Datuk Noor Azian Binti Shaari	42,000	–	–	–	3,000	45,000
Chan Yan San	42,000	–	–	–	3,000	45,000
Total	180,000	–	–	–	11,500	191,500

* Retired from the Board on 14 November 2025.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

III. REMUNERATION (CONT'D)

Details of the Directors' remuneration of the Group and of the Company including fees, salary, bonus, benefits in-kind and other emoluments for the FY2025 are as follows (Cont'd):

Group

Directors	Directors' Fees (RM)	Salaries & Bonus (RM)	EPF and SOCSO (RM)	Benefits in-kind (RM)	Allowance (RM)	Total (RM)
Executive Directors:						
Datin See Hui Pvng	–	300,000	46,633	–	48,000	394,633
Hideki Nomura*	–	125,600	1,170	–	43,043	169,813
Non-Executive Directors:						
Datuk Noripah Binti Kamso	54,000	–	–	–	2,500	56,500
Dato' Tang Ngat Ngoh	42,000	–	–	–	3,000	45,000
Datuk Noor Azian Binti Shaari	42,000	–	–	–	3,000	45,000
Chan Yan San	42,000	–	–	–	3,000	45,000
Total	180,000	425,600	47,803	–	102,543	755,946

* Retired from the Board on 14 November 2025.

The key senior management personnel of the Company for the FY2025 are provided below in bands of RM50,000/- on a named basis:

Remuneration bands	Key Senior Management
RM200,001 to RM250,000	Sia Boon Huat
RM200,001 to RM250,000	Eng Shu Ling
RM200,001 to RM250,000	Oon Pey Yang

The Board considers the remuneration information of key senior management to be confidential and proprietary, and to respect their privacy, will not disclose the said information in detail.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

I. AUDIT AND RISK MANAGEMENT COMMITTEE

1. Composition

The ARMC comprises solely Independent Non-Executive Directors and is chaired by Mr. Chan Yan San. All members are financially literate and capable of analysing and interpreting financial statements to effectively discharge their responsibilities. The Chairman of the ARMC is not the Chairperson of the Board, ensuring impartiality and objectivity in the Board's review of the ARMC's findings and recommendations.

The ARMC's Terms of Reference ("TOR") require a former audit partner to observe a cooling-off period of at least three (3) years before being appointed as an ARMC member. The NRC reviews the composition and terms of office of the ARMC annually and makes recommendations to the Board to ensure that all members remain independent, financially competent, and knowledgeable of matters within the ARMC's purview.

2. External Auditors

The ARMC assesses the suitability, objectivity, and independence of the external auditors on an annual basis. Based on the assessment, the ARMC was satisfied with the competency, experience, and independence of the external auditors. The external auditors have confirmed to the ARMC that they are, and have been, independent throughout the conduct of the audit engagement, in accordance with the terms of all relevant professional and regulatory requirements.

The ARMC's assessment procedures are set out in its TOR, which is published on the Company's website at <https://khpt.com.my>. The external auditors have direct access to the ARMC to raise any concerns at any time. Pursuant to the TOR, the ARMC meets with the external auditors at least once a year without the presence of Executive Directors and Management to discuss audit findings, audit plans, and the Company's financial statements.

3. Financial Reporting

The Board is committed to presenting a clear, balanced, and comprehensive assessment of the Group's financial position and prospects in both the annual and quarterly financial statements. The Board ensures that these financial statements are prepared to provide a true and fair view of the Group's financial position in accordance with the applicable approved accounting standards.

To assist the Board in fulfilling its responsibilities on financial reporting, the ARMC reviews the Group's quarterly results and year-end financial statements, with particular focus on:

- (a) major changes in, or the implementation of, accounting policies relevant to the Group;
- (b) significant matters, including financial reporting issues, critical judgements made by Management, and significant or unusual events or transactions, as well as the treatment of these matters;
- (c) the going concern assumption; and
- (d) compliance with applicable accounting standards and other legal and regulatory requirements.

A full ARMC Report is set out in this Annual Report on pages 89 to 91.

II. RISK MANAGEMENT AND INTERNAL CONTROL POLICIES AND PROCEDURES

The Board assumes ultimate responsibility for the effective management of risk across the Group, determining its risk appetite, and ensuring that each business area implements appropriate internal controls. To support this objective, the Group has adopted a Risk Management Policy and Procedure. The Group's risk management systems are designed to identify, assess, evaluate, and mitigate risks to achieve business objectives, providing reasonable, but not absolute assurance against material misstatement or loss.

The Board has delegated the responsibility for reviewing the effectiveness of the Group's internal control systems to the ARMC. This oversight covers all material controls, including financial, operational, compliance, and risk management systems. The ARMC is further supported by an internal audit function.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

II. RISK MANAGEMENT AND INTERNAL CONTROL POLICIES AND PROCEDURES (CONT'D)

The Group has outsourced the internal audit function to an independent professional consulting firm appointed by the ARMC. The internal auditors report directly to the ARMC and carry out their work in accordance with the annual internal audit plan approved by the ARMC.

A comprehensive overview of the Group's risk management practices and internal control systems is provided in the Statement on Risk Management and Internal Control in this Annual Report on pages 92 to 95.

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

I. COMMUNICATION WITH STAKEHOLDERS

The Board believes that effective communication with stakeholders is essential for the sustainability of the Group. In this regard, stakeholders are informed of all material business developments in a timely, factual, and widely accessible manner.

The Group has established an investor relations programme to facilitate effective two-way communication with investors and analysts, providing greater understanding of the Group's vision, strategies, developments, and financial prospects. Engagement initiatives, including direct meetings and dialogues with stakeholders, are regularly conducted to gain insights into stakeholders' needs and expectations.

The Group's financial performance, major corporate developments, and other relevant information are promptly communicated to shareholders and investors through quarterly results announcements, the Annual Report, and other corporate announcements made to Bursa Malaysia Securities Berhad. It is the Group's practice to ensure that all material information intended for public disclosure is accurate, reviewed internally prior to release, and presented in a clear and objective manner.

The Company's corporate website includes a dedicated Investor Relations section, providing relevant information on the Group, including announcements to Bursa Securities, share price information, and details of the corporate and governance structure. Stakeholders may subscribe to email alerts from the Group via the website at <https://khpt.com.my>.

II. CONDUCT OF GENERAL MEETINGS

The AGM serves as the principal forum for dialogue with shareholders, enabling them to review the Group's performance through the Annual Report and to seek clarification from the Board. To provide shareholders with sufficient time to review the Annual Report, it is circulated at least twenty-eight (28) days prior to the AGM. Shareholders who are unable to attend the AGM may appoint a proxy to vote on their behalf.

The Board encourages and welcomes shareholders to raise questions regarding the resolutions proposed at the meeting, as well as other matters relating to the Group's business activities. All Directors, including the Chairman of the ARMC and NRC, Key Senior Management, the External Auditors, and the Company's Sponsor, endeavour to attend all AGMs to provide meaningful responses to shareholders' questions.

In line with the AMLR, the Company implements poll voting for all proposed resolutions set out in the notice of general meetings. An independent scrutineer is appointed to validate the votes cast at such meetings.

This statement together with the Corporate Governance Report 2025 was approved by the Board on 23 April 2026.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

The Board of Directors (“the Board”) is pleased to present the ARMC Report for FY2025 in compliance with Rule 15.15 of the ACE Market Listing Requirements (“AMLR”) of Bursa Malaysia Securities Berhad (“Bursa Securities”).

Composition and Meetings

The ARMC comprises three (3) members, all of whom are Independent Non-Executive Directors. The ARMC assists the Board in its oversight of the Group’s financial statements and reporting in fulfilling its fiduciary responsibilities relating to internal controls, financial reporting practices, risk management frameworks, and policies.

The Chairman of the ARMC is a member of the Malaysian Institute of Accountants and a Certified Practising Accountant of CPA Australia.

The composition of the ARMC meets the requirements of Rule 15.09(1) of the AMLR of Bursa Securities and Practice 9.1 and 9.4 (Step Up) of the Malaysian Code on Corporate Governance.

All members of the ARMC possess financial literacy and are equipped with the necessary skills to analyse and interpret financial statements. None of the members of the ARMC were former key audit partners of the Company’s existing External Auditors, Messrs. Crowe Malaysia PLT.

During FY2025, the ARMC held a total of five (5) meetings. The composition of the ARMC members and the details of their attendance at the meetings held during FY2025 are as follows:

Name	Designation	Directorship	Attendance	%
Chan Yan San	Chairman	Independent Non-Executive Director	5/5	100%
Dato’ Tang Ngat Ngoh	Member	Independent Non-Executive Director	4/5	80%
Datuk Noor Azian Binti Shaari	Member	Independent Non-Executive Director	5/5	100%

The External Auditors, Internal Auditors, Finance Controller, Sponsor, and the relevant management personnel were invited to attend the ARMC meetings to facilitate direct communication on matters under the consideration of the ARMC, or which, in their opinion, should be brought to the attention of the ARMC. The Chairman of the ARMC reports to the Board on matters discussed at every ARMC meeting. The ARMC Chairman also conveyed to the Board significant matters as and when raised by the External Auditors or Internal Auditors in their respective presentations and provides recommendations to the Board for consideration after each ARMC meeting.

The Company Secretary attended all the ARMC meetings held during FY2025, having arranged for the meetings and maintained the minutes. Minutes of each meeting were recorded and tabled for confirmation at the next ARMC meeting and subsequently presented to the Board for notation.

Terms of Reference

The Terms of Reference of the ARMC which set out its duties and responsibilities are published on the Company’s corporate website at <https://khpt.com.my/investor-relations/corporate-governance>.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

Summary of Activities

The activities carried out by the ARMC for FY2025 were as follows:

1. Financial Reporting

- Reviewed the quarterly unaudited financial results and annual audited financial statements before recommending to the Board for their approval and release of the Group's results to Bursa Securities.
- Ensured that the financial reports comply with the applicable financial reporting standards and the AMLR of Bursa Securities.
- Reviewed the quarterly unaudited financial results of the Group for FY2025 together with the Finance Controller, focusing particularly on:
 - (a) Changes in or implementation of major accounting policies and practices;
 - (b) Significant or material adjustments with financial impact arising from the audit;
 - (c) Significant matters highlighted including financial reporting issues, significant judgements made by Management, significant and unusual events or transactions, and how these matters are addressed;
 - (d) Going concern assumptions; and
 - (e) Compliance with accounting standards and other legal requirements.

2. External Audit

- Reviewed and approved the external auditor's Audit Planning Memorandum prior to the commencement of the annual audit.
- Reviewed and analysed the proposed external group audit fees and other non-audit services for approval of the Board.
- Reviewed and evaluated the performance, suitability, independence and objectivity of the external auditor and made recommendations to the Board on their appointment.
- Reviewed and discussed with the External Auditors the results of the audit, audit report and areas of concern highlighted in the management letter, including management's responses to the concerns raised by the External Auditors on the financial statements of the Group for FY2025.
- Met with the External Auditors twice without the presence of the Management to discuss any potential issues and key audit matters for the audit plan for the financial year ended 31 December 2025 or any matters the External Auditors may wish to discuss.

3. Internal Audit

- Reviewed and approved the internal audit plan prepared by the Internal Auditors to ensure adequate scope and comprehensive coverage over the activities of the Group.
- Reviewed and deliberated on the audit findings in the internal audit reports, the audit recommendations for improvements and the Management's action plan thereto and/or corrective actions taken in respect of these recommendations. The ARMC ensured that all significant issues were addressed by Management on a timely basis and briefed the Board on audit findings on internal control matters and provided its views and recommendations on areas where improvements could be made.
- Reviewed and assessed the independence, qualifications, resources and overall performance of the internal auditor.
- Held one (1) private session without the presence of Management to discuss any issues and significant matters, and to ensure that there was proper corporate accountability and no restrictions were placed on access of information by the Internal Auditors.

4. Related Party Transactions and Conflict of Interest ("COI")

- Reviewed related party transactions and monitored recurrent related party transactions on a quarterly basis to ensure that all transactions are carried out on arm's length basis and on normal commercial terms as well as proper disclosures are made pursuant to the AMLR of Bursa Securities, as and when necessary.
- Reviewed conflicts of interest situations (including potential conflicts of interest situation). There were no COI reported during FY2025.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

Summary of Activities (Cont'd)

The activities carried out by the ARMC for FY2025 were as follows (Cont'd):

5. Risk management and Internal Control

- Reviewed the Statement on Risk Management and Internal Control to be published in the Annual Report and reported the same to the Board.
- Reviewed and assessed the adequacy and effectiveness of internal control systems, risk management policies and frameworks to ensure these are operating effectively.
- Reviewed the Group's risk profile and risk tolerance, along with its risk management strategies to address business risks as identified from time to time.
- Continuously monitored whistleblowing programme and procedures as part of the risk management structure and good corporate governance practices.

6. Dividend Policy

- Reviewed the Dividend Policy of the Company and recommended the same to the Board for adoption.

Internal Audit Function

The internal audit function constitutes part of the Group assurance mechanism which serves to review the Group's system of internal control. The internal audit function is guided by a formal Terms of Reference. Its role is to undertake independent, objective, regular and systematic reviews of the Group's systems of internal control and governance practices, so as to provide reasonable assurance that these systems continue to operate effectively in managing the Group's risks.

The ARMC is supported by the internal audit function, which has been outsourced to an independent professional consulting firm. The primary role of the internal auditors is to assess the adequacy and effectiveness of the Group's internal control systems, and they report directly to the ARMC. The outsourced internal audit team is free from any relationships or conflicts of interest that could impair their objectivity and independence.

The total cost incurred by the Group for the outsourced independent professional consulting firm amounted to RM16,000.

For the financial year under review, internal audit reviews were carried out in accordance with the approved audit plan, which covered the procurement and raw material management processes. The results of the reviews were formally reported to the ARMC. The internal audit reviews conducted did not reveal any significant weaknesses that would result in material losses, contingencies or uncertainties that would require disclosure in the Annual Report.

Further details on the internal audit function are provided in the Statement on Risk Management and Internal Control of this Annual Report.

This ARMC Report has been reviewed by the ARMC and approved by the Board on 23 April 2026.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

INTRODUCTION

The Board of Directors (“Board”) of KHPT Holdings Berhad (“Company”) is pleased to present the Statement on Risk Management and Internal Control (“Statement”) of the Company and its subsidiary (“Group”) for the financial year ended 31 December 2025 (“FY2025”).

This Statement is prepared pursuant to Rule 15.26(b) of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad (“Bursa Securities”), Guidance Note 11 of the Listing Requirements and is guided by the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers (“SORMIC Guide 2025”).

This Statement outlines the nature and scope of the Group’s risk management framework and internal control system during the financial year under review.

BOARD’S RESPONSIBILITIES

The Board acknowledges its overall responsibility for establishing and maintaining a sound risk management and internal control system for the Group, and for reviewing the adequacy and effectiveness of these systems.

The system is designed to manage, rather than eliminate, the risk of failure to achieve the Group’s strategic and operational objectives and to safeguard shareholders’ investments and the Group’s assets.

The Board recognises that any system of risk management and internal control is subject to inherent limitations and can only provide reasonable, but not absolute, assurance against material misstatement, fraud or loss.

RISK MANAGEMENT FRAMEWORK

The Board has adopted a structured Risk Management Framework (“Framework”) to support systematic identification, assessment, evaluation and monitoring of risks that may affect the Group’s ability to achieve its objectives.

The Framework is embedded within the Group’s business processes and strategic planning activities. The Group adopts a structured risk management process comprising risk identification, risk assessment, risk evaluation, implementation of mitigation measures and ongoing monitoring.

Risk assessments are conducted periodically at operational and management levels, with identified risks recorded in risk registers and categorised according to defined risk classifications such as market, business, operational, cybersecurity, financial, legal, reputational and governance risks.

Risk registers are reviewed periodically by Management and escalated to the ARMC and the Board to ensure significant risks are appropriately managed. These reviews are generally performed at least annually or when significant changes in the business environment occur.

The Board sets the tone and direction for risk governance and ensures that appropriate policies, processes and control mechanisms are in place. The Board is assisted by the ARMC, which oversees the effectiveness of the Group’s risk management and internal control framework and reports its deliberations and recommendations to the Board.

While oversight functions are delegated to the ARMC and implementation responsibilities are delegated to Management, the Board retains ultimate responsibility for the Group’s risk management and internal control systems.

Risk owners are assigned to identified risks and are responsible for implementing mitigation measures and monitoring risk exposures within defined tolerance levels. In performing its oversight role, the Board considers the Group’s risk appetite in the context of its financial capacity, operational environment and strategic objectives.

The Board is satisfied that the risk management process in place during FY2025 was adequate to identify and manage the significant risks faced by the Group

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

PRINCIPAL RISKS IDENTIFIED DURING FY2025

In line with the Group's operations within the automotive components manufacturing industry, the principal risks identified during FY2025 include:

Principal Risk	Potential Impact	Key Mitigation Measures
Customer Concentration Risk	Dependency on key automotive customers may expose the Group to revenue volatility arising from fluctuations in production volumes, changes in customer demand, or model discontinuation.	Ongoing customer engagement, continuous quality improvement and initiatives to diversify and broaden the customer base.
Industry Cyclical and Demand Risk	Automotive demand is influenced by economic conditions and market trends, which may affect order volumes and overall business performance.	Flexible production planning and continuous cost optimisation initiatives.
Raw Material and Supply Chain Risk	Fluctuations in raw material prices and potential supply disruptions may affect production costs and delivery timelines.	Close coordination with customers and approved suppliers, forward production planning, inventory monitoring and operational cost management.
Operational and Quality Risk	Manufacturing disruptions, equipment failure or quality non-conformance may result in production delays, increased costs, or potential customer claims.	Preventive maintenance programmes and quality management systems aligned with IATF 16949 requirements.
Regulatory and Compliance Risk	Non-compliance with applicable industry standards, regulatory, or governance requirements may expose the Group to penalties, legal liabilities or reputational damage.	Established policies and procedures, periodic internal audits and ongoing compliance monitoring.
Human Capital Risk	Loss of key personnel or challenges in attracting and retaining qualified talent may affect operational efficiency and business continuity.	Workforce development programmes, employee engagement initiatives and succession planning.
Financial Risk	Exposure to credit risk from trade receivables and liquidity risk arising from working capital requirements.	Prudent credit control procedures, regular monitoring of receivables ageing and effective cash flow management.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

INTERNAL CONTROL SYSTEM

The Group maintains a system of internal control designed to safeguard assets, ensure the reliability of financial reporting, promote operational efficiency and ensure compliance with applicable laws and regulations.

The key elements of the Group's internal control system include the following:

- **Board and ARMC Oversight**

The Board and ARMC meet regularly to review financial performance, operational matters, risk management reports and internal audit findings. Significant issues are deliberated upon and appropriate corrective actions are monitored.

- **Organisational Structure and Delegation of Authority**

A clearly defined organisational structure establishes lines of accountability and authority. Documented limits of authority specify matters requiring Board approval and management authorisation levels for operational and financial decisions.

- **Financial Reporting and Monitoring**

Management accounts and key performance indicators are prepared on a regular basis for monitoring purposes. Quarterly financial results are reviewed by the ARMC prior to approval by the Board and release to Bursa Securities.

- **Policies and Procedures**

The Group has established internal policies and standard operating procedures, including a Code of Conduct and Ethics, Anti-Bribery and Anti-Corruption Policy, Whistleblowing Policy and Risk Management Framework. These policies are available at the Company's website at <https://khpt.com.my> and are subject to periodic review to ensure continued relevance and regulatory compliance.

- **Quality Management and Operational Controls**

Operational processes are governed by documented procedures aligned with IATF 16949 requirements to ensure consistency, quality assurance, and process integrity.

INTERNAL AUDIT FUNCTION

The Board assumes overall responsibility for maintaining a sound internal control system that ensures operational efficiency, compliance with laws and regulations, and effective risk mitigation. Given the complexity of the Group's operations, this may give rise to risks of unanticipated or unavoidable losses.

The internal audit function of the Group is outsourced to an independent professional consulting firm appointed by the ARMC. The firm reports directly to the ARMC, thereby maintaining their independence in performing internal audit reviews. The internal auditors provide independent and objective assurance on the adequacy and effectiveness of the Group's governance, risk management and internal control processes.

Internal audit reviews are conducted based on a risk-based internal audit plan approved by the ARMC, and the results of these reviews, including recommendations for improvement, are reported to the ARMC and subsequently to the Board.

Management is responsible for implementing corrective actions to address identified control weaknesses, and follow-up reviews are conducted to ensure that recommended improvements have been effectively implemented.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

BOARD ASSURANCE AND LIMITATION

For the financial year under review, the Board is satisfied that the Group's risk management and internal control systems were generally adequate and effective in safeguarding shareholders' investments and the Group's assets.

The Board has received assurance from the Group Managing Director and the Finance Controller that, to the best of their knowledge, the Group's risk management and internal control systems are operating adequately and effectively, in all material aspects.

During the financial year under review and up to the date of approval of this Statement, the Board is not aware of any material losses, contingencies or uncertainties arising from significant control weaknesses that would require separate disclosure in this Annual Report.

The Board reiterates that the Group's Framework and internal control system are subject to continuous improvement in line with the evolving business environment, regulatory expectations and operational requirements.

These systems are designed to identify, evaluate and manage risks, rather than to eliminate them entirely, and therefore provide reasonable, but not absolute, assurance against material misstatements, fraud and losses.

REVIEW OF THE STATEMENT BY EXTERNAL AUDITORS

In compliance with Rule 15.23 of the Bursa Securities Listing Requirements, the External Auditors have reviewed this Statement for inclusion in this Annual Report 2025. Their limited review was performed in accordance with the Audit and Assurance Practice Guide 3 ("AAPG3"): Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control included in the Annual Report issued by the Malaysian Institute of Accountants.

AAPG3 does not require the External Auditors to consider whether this Statement adequately covers all risks and controls, or to form an opinion on the adequacy and effectiveness of the Group's risk management and internal control systems, including the assessments and opinions provided by the Board and Management. The External Auditors do not assume responsibility to any person other than the Board in respect of any aspect of this Statement.

Following their review, the External Auditors have reported to the Board that, based on their review procedures performed and evidence obtained, nothing has come to their attention that caused them to believe that this Statement intended to be included in the Annual Report is not prepared, in all material respects, in accordance with the disclosures required by Section 7 of the Statement on Risk Management and Internal Control: 2025 Guidelines for Directors of Listed Issuers to be set out, nor is the Statement factually inaccurate.

CONCLUSION

The Board is satisfied that the Group's Framework and internal control systems remain sound and adequate for its current operations for the financial year under review, and up to the date of approval of this Statement. Acknowledging that internal control is an evolving process, the Board remains committed to continuous improvement and will take appropriate measures to enhance these systems.

This Statement is issued in accordance with a resolution passed by the Board on 23 April 2026.

STATEMENT ON DIRECTORS' RESPONSIBILITY

The Board is required by the Companies Act 2016 to present and ensure that financial statements are prepared in accordance with the applicable approved accounting standards and the requirements of the Companies Act 2016 so as to give a true and fair view of the financial position of the Group and of the Company at the end of the financial year, and of the financial performance and cash flows of the Group and of the Company for the financial year.

In preparing the financial statements for the FY2025, the Directors have:

- (a) adopted appropriate accounting policies and applied them consistently;
- (b) made judgements and estimates based on reasonableness and prudence;
- (c) complied with applicable approved accounting standards; and
- (d) prepared the financial statements on the going concern basis.

The Directors are responsible to ensure that the Group and the Company keep proper accounting records which disclose with reasonable accuracy at any time the financial position of the Group and of the Company, enabling them to ensure that the financial statements comply with the Companies Act 2016.

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

This Statement on Directors' Responsibility for preparing the financial statements was approved by the Board on 23 April 2026.

ADDITIONAL COMPLIANCE INFORMATION

1. UTILISATION OF PROCEEDS

The Company was listed on the ACE Market of Bursa Malaysia Securities Berhad (“Bursa Securities”) on 8 October 2024. As part of the listing exercise, the Company undertook a public issue of 108,644,300 new ordinary shares at an issue price of RM0.20 per share, raising gross proceeds of RM21.73 million.

The status of the utilisation of the proceeds as at 31 December 2025 is disclosed as follows:

Purposes	Estimated timeframe for use from the date of the Listing	Proposed utilisation RM'000	Actual utilisation RM'000	Balance to be utilised RM'000
Capital expenditure:				
- Purchase of press machines	Within 24 months	11,046	–	11,046
- Purchase of automation equipment	Within 24 months	4,500	–	4,500
- Renovation of Factory	Within 24 months	452	–	452
- Purchase of one overhead crane	Within 24 months	368	–	368
Working capital	Within 12 months	705	705	–
Estimated listing expenses	Within 1 month	4,658	4,658	–
Total		21,729	5,363	16,366

The utilisation of the proceeds as disclosed above should be read in conjunction with the Prospectus of the Company dated 19 September 2024.

2. AUDIT AND NON-AUDIT FEES

During FY2025, Messrs. Crowe Malaysia PLT, the External Auditors, rendered audit and non-audit services to the Company and its subsidiary (“the Group”). The breakdown of the fees payable to the External Auditors is as follows:

	The Company RM'000	The Group RM'000
Audit services rendered	67	142
Non-audit services rendered - <i>Review of Statement of Risk Management and Internal Control</i>	5	5
Total	72	147

3. MATERIAL CONTRACTS INVOLVING DIRECTORS', CHIEF EXECUTIVE'S AND MAJOR SHAREHOLDERS' INTEREST

There were no material contracts entered into by the Company or its subsidiary (not other than those entered into in the ordinary course of business) involving the interests of the Directors, chief executives, and major shareholders which were still subsisting at the end of FY2025 or which were entered into since the end of the previous financial year.

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DIRECTORS' REPORT

The directors are pleased to submit their report and the audited financial statements of the Group and of the Company for the financial year ended 31 December 2025.

PRINCIPAL ACTIVITIES

The Company is principally engaged in the business of investment holding.

The information on the name, place of incorporation, principal activities, and percentage of issued share capital held by the holding company in a subsidiary company are set out in the "Subsidiary" section of this report.

There have been no significant changes in the nature of these activities during the financial year.

RESULTS

	The Group RM	The Company RM
Profit after taxation for the financial year	3,340,133	1,981,625
Attributable to:- Owners of the Company	3,340,133	1,981,625

DIVIDEND

Dividend paid and declared by the Company since 31 December 2024 is as follow:-

Ordinary Share	RM
<u>In respect of the financial year ended 31 December 2025</u> A first interim dividend of 0.35 sen per ordinary share, paid on 30 December 2025	1,408,352

RESERVES AND PROVISIONS

There were no material transfers to or from reserves or provisions during the financial year.

ISSUES OF SHARES AND DEBENTURES

During the financial year:-

- (a) there were no changes in the issued and paid-up share capital of the Company; and
- (b) there were no issues of debentures by the Company.

DIRECTORS' REPORT

OPTIONS GRANTED OVER UNISSUED SHARES

During the financial year, no options were granted by the Company to any person to take up any unissued shares in the Company.

BAD AND DOUBTFUL DEBTS

Before the financial statements of the Group and of the Company were made out, the directors took reasonable steps to ascertain that action had been taken in relation to the writing off of bad debts and the making of allowance for impairment losses on receivables and satisfied themselves that there are no known bad debts and that no allowance for impairment losses on receivables is required.

At the date of this report, the directors are not aware of any circumstances that would require the writing off of bad debts, or the allowance for impairment losses on receivables in the financial statements of the Group and of the Company.

CURRENT ASSETS

Before the financial statements of the Group and of the Company were made out, the directors took reasonable steps to ensure that any current assets, which were unlikely to be realised in the ordinary course of business, including their value as shown in the accounting records of the Group and of the Company, have been written down to an amount which they might be expected so to realise.

At the date of this report, the directors are not aware of any circumstances which would render the values attributed to the current assets in the financial statements misleading.

VALUATION METHODS

At the date of this report, the directors are not aware of any circumstances which have arisen which render adherence to the existing methods of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.

CONTINGENT AND OTHER LIABILITIES

At the date of this report, there does not exist:-

- (a) any charge on the assets of the Group and of the Company that has arisen since the end of the financial year which secures the liabilities of any other person; or
- (b) any contingent liability of the Group and of the Company which has arisen since the end of the financial year.

No contingent or other liability of the Group and of 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 substantially affect the ability of the Group and of the Company to meet their obligations when they fall due.

CHANGE OF CIRCUMSTANCES

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 of the Group and of the Company which would render any amount stated in the financial statements misleading.

DIRECTORS' REPORT

ITEMS OF AN UNUSUAL NATURE

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

There has not arisen in the interval between the end of the financial year and the date of this report any item, transaction or event of a material and unusual nature likely, in the opinion of the directors, to affect substantially the results of the operations of the Group and of the Company for the financial year in which this report is made.

DIRECTORS

The names of directors of the Company who served during the financial year and up to the date of this report are as follows:-

Datin See Hui Pvng
 Datuk Noripah Binti Kamsu
 Dato' Tang Ngat Ngoh
 Datuk Noor Azian Binti Shaari
 Chan Yan San
 Ang Yoke Kee (Appointed on 1.3.2026)
 Hideki Nomura (Resigned on 14.11.2025)

The names of directors of the Company's subsidiary who served during the financial year and up to the date of this report, not including those directors mentioned above, are as follows:-

Tiu Kuang Hong
 See Hui Shi

DIRECTORS' INTERESTS

According to the register of directors' shareholdings, the interests of directors holding office at the end of the financial year in shares of the Company and its related corporations during the financial year are as follows:-

	←----- Number of Ordinary Shares ----->			
	At 1.1.2025	Bought	Sold	At 31.12.2025
The Company				
<i>Direct Interests</i>				
Datin See Hui Pvng	223,827,553	-	-	223,827,553
Datuk Noripah Binti Kamsu	300,000	-	-	300,000
Dato' Tang Ngat Ngoh	300,000	-	-	300,000
Datuk Noor Azian Binti Shaari	300,000	-	-	300,000
Chan Yan San	50,000	-	-	50,000
<i>Indirect Interest</i>				
Datin See Hui Pvng ⁽¹⁾	14,732,102	-	-	14,732,102

⁽¹⁾ Deemed interest by virtue of the shareholdings of her sister, being See Hui Shi, pursuant to the Section 8 of the Companies Act 2016.

DIRECTORS' REPORT

DIRECTORS' BENEFITS

Since the end of the previous financial year, no director has received or become entitled to receive any benefit (other than directors' remuneration as disclosed in the "Directors' Remuneration" section of this report) 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 certain directors have substantial financial interests as disclosed in Note 28 to the financial statements.

Neither during nor at the end of the financial year was the Group or the Company a party to any arrangements whose object is to enable the directors to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate.

DIRECTORS' REMUNERATION

The details of the directors' remuneration paid or payable to the directors of the Company during the financial year are as follows:-

	The Group RM	The Company RM
Fees	180,000	180,000
Salaries, allowances and other benefits	352,873	11,500
Defined contribution benefits	41,760	-
	574,633	191,500

INDEMNITY AND INSURANCE COSTS

During the financial year, the amount of insurance affected for the directors and officers of the Company were RM5,000,000.

SUBSIDIARY

(a) The details of the Company's subsidiary are as follow:-

Name of Subsidiary	Principal Place of Business and Country of Incorporation	Percentage of Issued Share Capital Held by Parent	Principal activities
<i>Subsidiary of the Company</i>			
Automev Global Sdn. Bhd.	Malaysia	100%	Manufacturing and sale of automotive parts and components.

(b) The available auditors' reports on the financial statements of the subsidiary did not contain any qualification.

DIRECTORS' REPORT

AUDITORS

The auditors, Crowe Malaysia PLT, have expressed their willingness to continue in office.

The details of the auditors' remuneration for the financial year are as follows:-

	The Group RM	The Company RM
Audit fees	142,000	67,000
Non-audit fees	5,000	5,000
	<hr/> 147,000	<hr/> 72,000

Signed in accordance with a resolution of the directors dated 23 April 2026.

Datin See Hui Pvng

Datuk Noripah Binti Kamso

STATEMENT BY DIRECTORS

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

We, Datin See Hui Pvng and Datuk Noripah Binti Kamso, being two of the directors of KHPT Holdings Berhad, state that, in the opinion of the directors, the financial statements set out on pages 109 to 144 are drawn up in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as of 31 December 2025 and of their financial performance and cash flows for the financial year ended on that date.

Signed in accordance with a resolution of the directors dated 23 April 2026.

Datin See Hui Pvng

Datuk Noripah Binti Kamso

STATUTORY DECLARATION

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

I, Eng Shu Ling, MIA Membership Number: 41823, being the officer primarily responsible for the financial management of KHPT Holdings Berhad, do solemnly and sincerely declare that the financial statements set out on pages 109 to 144 are, to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the declaration to be true, and by virtue of the Statutory Declarations Act 1960.

Subscribed and solemnly declared by the abovementioned
Eng Shu Ling, NRIC Number: 891113-14-5874
at Kuala Lumpur
in the Federal Territory
on this 23 April 2026.

Eng Shu Ling

Before me

Shaiful Hilmi Bin Halim
License No: W 804
Commissioner for Oaths

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF KHPT HOLDINGS BERHAD

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of KHPT Holdings Berhad, which comprise the statements of financial position of the Group and of the Company as at 31 December 2025, and the statements of profit or loss and other comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 109 to 144.

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

Basis for Opinion

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

Independence and Other Ethical Responsibilities

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

Key Audit Matters

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

We have determined the matters described below to be the key audit matters to be communicated in our report.

Revenue recognition Refer to Note 21 to the financial statements	
Key Audit Matter	How our audit addressed the key audit matter
For the financial year ended 31 December 2025, the Group recorded revenue of RM100.05 million, arising from the sale of automotive parts, components and toolings. We focused on this area as it involves management judgement and estimates in determining revenue recognition when (or as) the Group satisfies a performance obligation, either over time or at a point in time.	<p>Our procedures included, amongst others:-</p> <ul style="list-style-type: none"> • Conducting and understanding the internal control procedures by performing walkthrough test; • Perform test of control as appropriate; • Substantively test the various types of sales transactions before and after year end to check that they are recorded in the correct accounting period in accordance with the relevant terms of business; • Assess whether credit notes issued after year end are recognised in the correct period, and • Consider the adequacy of the Group's disclosures in respect of revenue.

INDEPENDENT AUDITORS' REPORT

Key Audit Matters (Cont'd)

Recoverability of trade receivables Refer to Note 8 to the financial statements	
Key Audit Matter	How our audit addressed the key audit matter
<p>As of 31 December 2025, the carrying amount of trade receivables is approximately RM13.24 million.</p> <p>The management recognised the allowance of impairment losses on trade receivables based on the following:-</p> <ol style="list-style-type: none"> 1. Customers' payment and credit history; and 2. Specific known facts or circumstances on customers' ability to pay. <p>We determined this to be a key audit matter due to the significant judgements and level of uncertainty involved in assessing the recoverability of trade receivables.</p>	<p>Our procedures included, amongst others:-</p> <ul style="list-style-type: none"> • Reviewed the ageing analysis of receivables and assessed its accuracy; • Reviewed subsequent collections for major receivables and overdue amounts; • Examined, where applicable, other evidence including customers' correspondences, proposed or existing settlement plans and repayment schedules; and • Evaluated, where applicable, the reasonableness and assessed the adequacy of the Group's impairment losses recognised for identified exposures on trade receivables by assessing the relevant assumptions and historical data from the Group's previous collection experience.

There are no key audit matters to report for the Company.

Information Other than the Financial Statements and Auditors' Report Thereon

The directors of the Company are responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements of the Group and of the Company and our auditors' report thereon.

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

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

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

Responsibilities of the Directors for the Financial Statements

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

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

INDEPENDENT AUDITORS' REPORT

Auditors' Responsibilities for the Audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

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

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

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

INDEPENDENT AUDITORS' REPORT

OTHER MATTERS

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

Crowe Malaysia PLT
201906000005 (LLP0018817-LCA) & AF 1018
Chartered Accountants

Kuala Lumpur

23 April 2026

Kaw Hoong Siang
03379/06/2026 J
Chartered Accountant

STATEMENTS OF FINANCIAL POSITION

AS AT 31 DECEMBER 2025

	Note	The Group		The Company	
		2025 RM	2024 RM	2025 RM	2024 RM
ASSETS					
NON-CURRENT ASSETS					
Investment in a subsidiary	5	–	–	31,724,148	31,724,148
Property, plant and equipment	6	22,813,854	23,379,832	7,455	8,380
		22,813,854	23,379,832	31,731,603	31,732,528
CURRENT ASSETS					
Inventories	7	2,654,779	2,385,419	–	–
Trade receivables	8	13,243,023	13,388,891	–	–
Other receivables, deposits, and prepayments	9	2,313,512	960,908	197,407	168,474
Current tax assets		1,508,259	755,433	56,730	–
Fixed deposits with licensed banks	10	28,193,345	10,333,498	16,000,000	–
Cash and bank balances		9,485,893	27,302,327	1,229,588	17,101,054
		57,398,811	55,126,476	17,483,725	17,269,528
TOTAL ASSETS		80,212,665	78,506,308	49,215,328	49,002,056
EQUITY AND LIABILITIES					
EQUITY					
Share capital	11	51,745,620	51,745,620	51,745,620	51,745,620
Merger deficit	12	(31,474,148)	(31,474,148)	–	–
Retained profits / (Accumulated losses)		36,955,935	35,024,154	(2,873,661)	(3,446,934)
TOTAL EQUITY		57,227,407	55,295,626	48,871,959	48,298,686
NON-CURRENT LIABILITIES					
Hire purchase payables	14	179,520	–	–	–
Deferred tax liabilities	16	850,000	888,000	–	–
		1,029,520	888,000	–	–
CURRENT LIABILITIES					
Trade payables	17	13,439,455	12,418,837	–	–
Other payables and accruals	18	4,970,300	5,145,595	343,369	110,806
Amount owing to a subsidiary	19	–	–	–	585,364
Bankers' acceptances	20	3,497,000	4,100,000	–	–
Hire purchase payables	14	48,983	–	–	–
Term loans	15	–	651,050	–	–
Current tax liabilities		–	7,200	–	7,200
		21,955,738	22,322,682	343,369	703,370
TOTAL LIABILITIES		22,985,258	23,210,682	343,369	703,370
TOTAL EQUITY AND LIABILITIES		80,212,665	78,506,308	49,215,328	49,002,056

The annexed notes form an integral part of these financial statements.

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	Note	The Group		The Company	
		2025 RM	2024 RM	2025 RM	2024 RM
REVENUE	21	100,048,619	105,014,692	2,700,000	–
COST OF SALES		(90,004,156)	(92,365,001)	–	–
GROSS PROFIT		10,044,463	12,649,691	2,700,000	–
OTHER INCOME		1,622,773	1,051,577	467,017	68,671
ADMINISTRATIVE EXPENSES		(5,960,412)	(5,536,722)	(924,376)	(348,172)
OTHER EXPENSES		(930,593)	(3,695,975)	(249,416)	(3,091,222)
PROFIT/(LOSS) BEFORE TAXATION	22	4,776,231	4,468,571	1,993,225	(3,370,723)
INCOME TAX EXPENSE	23	(1,436,098)	(1,821,233)	(11,600)	(14,400)
PROFIT/(LOSS) AFTER TAXATION		3,340,133	2,647,338	1,981,625	(3,385,123)
OTHER COMPREHENSIVE INCOME		–	–	–	–
TOTAL COMPREHENSIVE INCOME/(EXPENSES) FOR THE FINANCIAL YEAR		3,340,133	2,647,338	1,981,625	(3,385,123)
PROFIT/(LOSS) AFTER TAXATION/TOTAL COMPREHENSIVE INCOME/(EXPENSES) ATTRIBUTABLE TO:-					
Owners of the Company		3,340,133	2,647,338	1,981,625	(3,385,123)
EARNINGS PER SHARE (SEN)					
- Basic	24	0.83	0.84		
- Diluted	24	0.83	0.84		

The annexed notes form an integral part of these financial statements.

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	Note	Share Capital RM	Invested Capital RM	Merger Deficit RM	Retained Profits RM	Total Equity RM
The Group						
Balance at 1.1.2024		2	250,000	–	32,376,816	32,626,818
Profit after taxation/ Total comprehensive income for the financial year		–	–	–	2,647,338	2,647,338
Issuance of shares pursuant to acquisition of a subsidiary	11	31,724,148	–	–	–	31,724,148
Issuance of shares by the Company	11	21,728,860	–	–	–	21,728,860
Share issuance expenses	11	(1,707,390)	–	–	–	(1,707,390)
Total contributions by and distributions to owners		51,745,618	–	–	–	51,745,618
Effect of acquisition of a subsidiary	11	–	(250,000)	(31,474,148)	–	(31,724,148)
Balance at 31.12.2024		51,745,620	–	(31,474,148)	35,024,154	55,295,626

	Note	Share Capital RM	Merger Deficit RM	Retained Profits RM	Total Equity RM
The Group					
Balance at 1.1.2025		51,745,620	(31,474,148)	35,024,154	55,295,626
Profit after taxation/Total comprehensive income for the financial year		–	–	3,340,133	3,340,133
Distribution to owners: - Dividend by the Company	25	–	–	(1,408,352)	(1,408,352)
Balance at 31.12.2025		51,745,620	(31,474,148)	36,955,935	57,227,407

The annexed notes form an integral part of these financial statements.

**STATEMENTS OF
CHANGES IN EQUITY**

	Note	Share Capital RM	Accumulated Losses RM	Total Equity RM
The Company				
Balance at 1.1.2024		2	(61,811)	(61,809)
Loss after taxation/Total comprehensive expenses for the financial year		–	(3,385,123)	(3,385,123)
Contribution by and distribution to owners of the Company:				
- Issuance of shares pursuant to acquisition of a subsidiary	11	31,724,148	–	31,724,148
- Issuance of shares by the Company	11	21,728,860	–	21,728,860
- Share issuance expenses	11	(1,707,390)	–	(1,707,390)
		51,745,618	–	51,745,618
Balance at 31.12.2024/1.1.2025		51,745,620	(3,446,934)	48,298,686
Profit after taxation/Total comprehensive income for the financial year		–	1,981,625	1,981,625
Distribution to owners of the Company:				
- Dividend	25	–	(1,408,352)	(1,408,352)
Balance at 31.12.2025		51,745,620	(2,873,661)	48,871,959

The annexed notes form an integral part of these financial statements.

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	Note	The Group		The Company	
		2025 RM	2024 RM	2025 RM	2024 RM
CASH FLOWS FROM/(FOR) OPERATING ACTIVITIES					
Profit/(Loss) before taxation		4,776,231	4,468,571	1,993,225	(3,370,723)
Adjustments for:-					
Depreciation of property, plant and equipment		1,723,608	1,863,105	925	835
Property, plant and equipment written off		329	13,040	-	-
Deposits written off		170	27,581	-	-
Gain on disposal of property, plant and equipment		(3,371)	(55,888)	-	-
Interest expense		172,405	281,522	-	-
Interest income		(934,805)	(397,484)	(467,017)	(68,671)
Operating profit/(loss) before working capital changes		5,734,567	6,200,447	1,527,133	(3,438,559)
(Increase)/Decrease in inventories		(269,360)	1,431,369	-	-
(Increase)/Decrease in trade and other receivables		(1,151,696)	1,842,809	(24,285)	168,542
Increase/(Decrease) in trade and other payables		477,107	(633,050)	232,563	87,460
CASH FROM/(FOR) OPERATIONS		4,790,618	8,841,575	1,735,411	(3,182,557)
Income tax paid		(2,388,032)	(2,718,447)	(75,530)	(7,200)
Income tax refunded		153,908	-	-	-
Interest paid		(165,262)	(279,512)	-	-
Interest received		879,595	312,840	462,369	39,055
NET CASH FROM/(FOR) OPERATING ACTIVITIES		3,270,827	6,156,456	2,122,250	(3,150,702)
CASH FLOWS FOR INVESTING ACTIVITIES					
Proceeds from disposal of property, plant and equipment		4,376	55,900	-	-
Proceeds from disposal of asset held for sale		-	3,402,000	-	-
Purchase of property, plant and equipment	26(a)	(530,748)	(2,264,638)	-	(5,406)
Addition to fixed deposits with tenure more than 3 months		(259,847)	(2,029,263)	-	-
NET CASH FOR INVESTING ACTIVITIES		(786,219)	(836,001)	-	(5,406)

The annexed notes form an integral part of these financial statements.

**STATEMENTS OF
CASH FLOWS**

	Note	The Group		The Company	
		2025 RM	2024 RM	2025 RM	2024 RM
CASH FLOWS (FOR)/FROM FINANCING ACTIVITIES					
Dividend paid	25	(1,408,352)	–	(1,408,352)	–
Payment of shares expenses		–	(1,707,390)	–	(1,707,390)
Proceeds from issuance of shares		–	21,728,860	–	21,728,860
Proceeds from bankers' acceptances	26(b)	12,258,000	13,300,017	–	–
Repayment of bankers' acceptances	26(b)	(12,861,000)	(14,100,023)	–	–
Repayment of hire purchase interest	26(b)	(7,143)	–	–	–
Repayment of hire purchase payables	26(b)	(31,497)	–	–	–
Repayment of lease interest	26(b)	–	(2,010)	–	–
Repayment of lease liabilities	26(b)	–	(60,844)	–	–
Repayment of term loans	26(b)	(651,050)	(1,256,972)	–	–
Repayment to a subsidiary		–	–	(1,065,364)	(3,082,997)
Advances from a subsidiary		–	–	480,000	3,218,687
NET CASH (FOR)/FROM FINANCING ACTIVITIES		(2,701,042)	17,901,638	(1,993,716)	20,157,160
NET (DECREASE)/INCREASE IN CASH AND CASH EQUIVALENTS		(216,434)	23,222,093	128,534	17,001,052
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE FINANCIAL YEAR		35,302,327	12,080,234	17,101,054	100,002
CASH AND CASH EQUIVALENTS AT END OF THE FINANCIAL YEAR	26(c)	35,085,893	35,302,327	17,229,588	17,101,054

The annexed notes form an integral part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

1. GENERAL INFORMATION

The Company is a public limited company, incorporated and domiciled in Malaysia and listed on the ACE Market of Bursa Malaysia Securities Berhad. The registered office and principal place of business are as follows:-

Registered office : Unit 521, 5th Floor, Lobby 6
Block A, Damansara Intan
No.1, Jalan SS20/27
47400 Petaling Jaya
Selangor Darul Ehsan, Malaysia.

Principal place of business : Lot 2228, Jalan Kasawari
Kawasan Perusahaan Kebun Baru
Batu 9, Kg. Kebun Baru, 42500 Telok Panglima Garang
Selangor Darul Ehsan, Malaysia.

These financial statements comprise both separate and consolidated financial statements. The financial statements of the Company are separate financial statements, while the financial statements of the Group are consolidated financial statements that include those of the Company and its subsidiary as of the end of the reporting period. The Company and its subsidiary are collectively referred to as “the Group”.

The financial statements of the Company and of the Group are presented in Ringgit Malaysia (“RM”), which is the Company’s functional and presentation currency.

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the directors dated 23 April 2026.

2. PRINCIPAL ACTIVITIES

The Company is principally engaged in the business of investment holding. The principal activity of the subsidiary is set out in Note 5 to the financial statements. There have been no significant changes in the nature of these activities during the financial year.

3. BASIS OF PREPARATION

The financial statements of the Group and of the Company are prepared under the historical cost convention and modified to include other bases of valuation as disclosed in other sections under material accounting policy information, and in compliance with Malaysian Financial Reporting Standards (“MFRSs”), IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

3.1 During the current financial year, the Group and the Company have adopted the following new accounting standards and/or interpretations (including the consequential amendments, if any):-

MFRSs and/or IC Interpretations (Including the Consequential Amendments)

Amendments to MFRS 121: Lack of Exchangeability

The adoption of the above accounting standards and/or interpretations (including the consequential amendments, if any) did not have any material impact on the financial statements of the Group and of the Company.

NOTES TO THE FINANCIAL STATEMENTS

3. BASIS OF PREPARATION (CONT'D)

- 3.2 The Group and the Company have not applied in advance the following accounting standards and/or interpretations (including the consequential amendments, if any) that have been issued by the Malaysian Accounting Standards Board (MASB) but are not yet effective for the current financial year:-

MFRSs and/or IC Interpretations (Including the Consequential Amendments)	Effective Date
MFRS 18: Presentation and Disclosure in Financial Statements	1 January 2027
MFRS 19: Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to MFRS 9 and MFRS 7: Amendments to the Classification and Measurement of Financial Instruments	1 January 2026
Amendments to MFRS 9 and MFRS 7: Contracts Referencing Nature-dependent Electricity	1 January 2026
Amendments to MFRS 10 and MFRS 128: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Deferred
Amendments to MFRS 19: Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to MFRS 121: Translation to a Hyperinflationary Presentation Currency	1 January 2027
Annual Improvements to MFRS Accounting Standards – Volume 1	1 January 2026

The adoption of the above accounting standards and/or interpretations (including the consequential amendments, if any) is expected to have no material impact on the financial statements of the Group and of the Company upon their initial application except as follows:-

MFRS 18 'Presentation and Disclosure in Financial Statements' will replace MFRS 101 'Presentation of Financial Statements' upon its adoption. This new standard sets out the new requirements for the presentation and disclosure of information in the primary financial statements and notes. The potential impact of the new standard on the financial statements of the Group and of the Company has yet to be assessed.

4. MATERIAL ACCOUNTING POLICY INFORMATION

4.1 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

Key Sources of Estimation Uncertainty

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 financial year other than as disclosed below:-

(a) Depreciation of Property, Plant and Equipment

The estimates for the residual values, useful lives and related depreciation charges for the property, plant and equipment are based on commercial factors which could change significantly as a result of technical innovations and competitors' actions in response to the market conditions. The Group and the Company anticipate that the residual values of its property, plant and equipment will be insignificant. As a result, residual values are not being taken into consideration for the computation of the depreciable amount. Changes in the expected level of usage and technological development could impact the economic useful lives and the residual values of these assets, therefore future depreciation charges could be revised. The carrying amount of property, plant and equipment as at the reporting date is disclosed in Note 6 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.1 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONT'D)

Key Sources of Estimation Uncertainty (Cont'd)

(b) Impairment of Property, Plant and Equipment

The Group and the Company determine whether an item of its property, plant and equipment is impaired by evaluating the extent to which the recoverable amount of the asset is less than its carrying amount. This evaluation is subject to changes such as market performance, economic and political situation of the country. A variety of methods is used to determine the recoverable amount, such as valuation reports and discounted cash flows. For discounted cash flows, significant judgement is required in the estimation of the present value of future cash flows generated by the assets, which involve uncertainties and are significantly affected by assumptions used and judgements made regarding estimates of future cash flows and discount rates. The carrying amounts of property, plant and equipment as at the reporting date are disclosed in Notes 6 to the financial statements.

(c) Write-down of Inventories

Reviews are made periodically by management on damaged, obsolete and slow-moving inventories. These reviews require judgement and estimates. Possible changes in these estimates could result in revisions to the valuation of inventories. The carrying amount of inventories as at the reporting date is disclosed in Note 7 to the financial statements.

(d) Impairment of Trade Receivables

The Group uses the simplified approach to estimate a lifetime expected credit loss allowance for all trade receivables. The Group develops the expected loss rates based on the payment profiles of past sales and the corresponding historical credit losses, and adjusts for qualitative and quantitative reasonable and supportable forward-looking information. If the expectation is different from the estimation, such difference will impact the carrying values of trade receivables. The carrying amount of trade receivables as at the reporting date are disclosed in Note 8 to the financial statements.

(e) Impairment of Non-Trade Receivables

The loss allowances for non-trade financial assets are based on assumptions about risk of default (probability of default) and expected loss rates if a default happens (loss given default). It also requires the Group and the Company to assess whether there is a significant increase in credit risk of the non-trade financial asset at the reporting date. The Group and the Company uses judgement in making these assumptions and selecting appropriate inputs to the impairment calculation, based on the past payment trends, existing market conditions and forward-looking information. The carrying amount of other receivables as at the reporting date are disclosed in Note 9 to the financial statements.

(f) Income Taxes

There are certain transactions and computations for which the ultimate tax determination may be different from the initial estimate. The Group and the Company recognises tax liabilities based on its understanding of the prevailing tax laws and estimates of whether such taxes will be due in the ordinary course of business. Where the final outcome of these matters is different from the amounts that were initially recognised, such difference will impact the income tax expense and deferred tax balances in the period in which such determination is made. The carrying amount of current tax assets and current liabilities of the Group and of the Company as at the reporting date are disclosed in the Statements of Financial Position.

NOTES TO THE FINANCIAL STATEMENTS

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.1 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONT'D)

Critical Judgements Made in Applying Accounting Policies

Management believes that there are no instances of application of critical judgement in applying the Group's and the Company's accounting policies which will have a significant effect on the amounts recognised in the financial statements.

4.2 FINANCIAL INSTRUMENTS

(a) Financial Assets

Financial Assets Through Profit or Loss

The financial assets are initially measured at fair value. Subsequent to the initial recognition, the financial assets are remeasured to their fair values at the reporting date with fair value changes recognised in profit or loss. The fair value changes do not include interest and dividend income.

Financial Assets at Amortised Cost

The financial assets are initially measured at fair value plus transaction costs except for trade receivables without significant financing component which are measured at transaction price only. Subsequent to the initial recognition, all financial assets are measured at amortised cost less any impairment losses.

Financial Assets Through Other Comprehensive Income

The financial assets are initially measured at fair value plus transaction costs. Subsequent to the initial recognition, the financial assets are remeasured to their fair values at the reporting date with fair value changes taken up in other comprehensive income and accumulated in the fair value reserve, except for the recognition of impairment, interest income and foreign exchange difference of a debt instrument which are recognised directly in profit or loss. The fair value changes do not include interest and dividend income.

(b) Financial Liabilities

Financial Liabilities Through Profit or Loss

The financial liabilities are initially measured at fair value. Subsequent to the initial recognition, the financial liabilities are remeasured to their fair values at the reporting date with fair value changes recognised in profit or loss. The fair value changes do not include interest expense.

Financial Liabilities at Amortised Cost

The financial liabilities are initially measured at fair value less transaction costs. Subsequent to the initial recognition, the financial liabilities are measured at amortised cost.

(c) Equity

Ordinary Shares

Ordinary shares are recorded on initial recognition at the proceeds received less directly attributable transaction costs incurred. The ordinary shares are not remeasured subsequently.

NOTES TO THE FINANCIAL STATEMENTS

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.3 BASIS OF CONSOLIDATION

The Group applies the acquisition method of accounting for all business combinations except for those involving entities under common control which are accounted for applying the merger method of accounting.

Under the merger method of accounting, the assets and liabilities of the merger entities are reflected in the financial statements of the Group at their carrying amounts reported in the individual financial statements. The consolidated statement of profit or loss and other comprehensive income reflect the results of the merger entities for the full reporting period (irrespective of when the combination takes place) and comparatives are presented as if the entities had always been combined since the date for which the entities had come under common control.

The difference between the cost of the merger and the share capital of the merger entities is reflected within equity as merger reserve or merger deficit, as appropriate. The merger deficit is adjusted against suitable reserves of the merger entities to the extent that laws or statutes do not prohibit the use of such reserves.

4.4 INVESTMENT IN A SUBSIDIARY

Investment in a subsidiary which is eliminated on consolidation, is stated in the financial statements of the Company at cost less impairment losses, if any.

4.5 PROPERTY, PLANT AND EQUIPMENT

All items of property, plant and equipment are initially measured at cost.

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

Freehold land is not depreciated. Depreciation on other property, plant and equipment is calculated using the straight-line method to allocate their depreciable amounts over the estimated useful lives. The principal annual depreciation rates used for this purpose are:-

Factory building	4%
Plant and machinery	10% - 33%
Motor vehicles	20% - 30%
Office equipment and furniture	10% - 33%
Renovation	10%

4.6 INVENTORIES

Inventories are stated at the lower of cost and net realisable value. Cost is determined on the weighted average cost method and comprises all costs of purchase, cost of conversion plus other costs incurred in bringing the inventories to their present location and condition.

Net realisable value represents the estimated selling price less the estimated costs of completion and the estimated costs necessary to make the sale.

NOTES TO THE FINANCIAL STATEMENTS

5. INVESTMENT IN A SUBSIDIARY

	The Company	
	2025	2024
	RM	RM
Unquoted shares, at cost	31,724,148	31,724,148

The details of the subsidiary are as follow:-

Name of Subsidiary	Principal Place of Business and Country of Incorporation	Percentage of Issued Share Capital Held by Parent		Principal activities
		2025	2024	
<i>Subsidiary of the Company</i>				
Automev Global Sdn. Bhd. ("AGSB")	Malaysia	100%	100%	Manufacturing and sale of automotive parts and components

**NOTES TO THE
FINANCIAL STATEMENTS**

6. PROPERTY, PLANT AND EQUIPMENT

The Group	At 1.1.2025 RM	Additions (Note 26(a)) RM	Write Off (Note 22) RM	Disposal RM	Depreciation Charges (Note 22) RM	At 31.12.2025 RM
<i>Carrying Amount</i>						
Freehold land	13,421,500	-	-	-	-	13,421,500
Factory building	970,873	-	-	-	(127,475)	843,398
Plant and machinery	5,419,704	474,814	(1)	(1,005)	(920,507)	4,973,005
Motor vehicles	474,758	281,588	-	-	(163,160)	593,186
Office equipment and furniture	1,630,624	303,387	(328)	-	(330,491)	1,603,192
Renovation	1,462,373	99,175	-	-	(181,975)	1,379,573
	23,379,832	1,158,964	(329)	(1,005)	(1,723,608)	22,813,854



6. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

	At 1.1.2024 RM	Additions (Note 26(a)) RM	Transfer from Right-of-use Assets RM	Write Off (Note 22) RM	Disposals RM	Depreciation Charges (Note 22) RM	At 31.12.2024 RM
The Group							
2024							
<i>Carrying Amount</i>							
<i>Right-of-use asset</i>							
Motor vehicles	68,275	-	(51,250)	-	-	(17,025)	-
Owned assets							
Freehold land	13,421,500	-	-	-	-	-	13,421,500
Factory building	1,098,348	-	-	-	-	(127,475)	970,873
Plant and machinery	5,872,878	742,415	-	-	-	(1,195,589)	5,419,704
Motor vehicles	155,090	329,650	51,250	(7,783)	(1)	(53,448)	474,758
Office equipment and furniture	802,279	1,130,373	-	(5,257)	(11)	(296,760)	1,630,624
Renovation	1,572,981	62,200	-	-	-	(172,808)	1,462,373
	22,991,351	2,264,638	-	(13,040)	(12)	(1,863,105)	23,379,832

NOTES TO THE FINANCIAL STATEMENTS

6. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

The Group	At Cost RM	Accumulated Depreciation RM	Carrying Amount RM
2025			
<i>Carrying Amount</i>			
Freehold land	13,421,500	–	13,421,500
Factory building	3,186,878	(2,343,480)	843,398
Plant and machinery	24,603,881	(19,630,876)	4,973,005
Motor vehicles	1,057,476	(464,290)	593,186
Office equipment and furniture	2,810,280	(1,207,088)	1,603,192
Renovation	1,841,863	(462,290)	1,379,573
	46,921,878	(24,108,024)	22,813,854

2024

Carrying Amount

Freehold land	13,421,500	–	13,421,500
Factory building	3,186,878	(2,216,005)	970,873
Plant and machinery	24,337,890	(18,918,186)	5,419,704
Motor vehicles	775,888	(301,130)	474,758
Office equipment and furniture	2,507,243	(876,619)	1,630,624
Renovation	1,742,688	(280,315)	1,462,373
	45,972,087	(22,592,255)	23,379,832

The Company	At 1.1.2025 RM	Depreciation Charge (Note 22) RM	At 31.12.2025 RM
2025			
<i>Carrying Amount</i>			
Office equipment and furniture	8,380	(925)	7,455

	At 1.1.2024	Addition (Note 26(a))	Depreciation Charge (Note 22)	At 31.12.2024
2024				
<i>Carrying Amount</i>				
Office equipment and furniture	3,809	5,406	(835)	8,380

NOTES TO THE FINANCIAL STATEMENTS

6. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

The Company	At Cost RM	Accumulated Depreciation RM	Carrying Amount RM
2025			
<i>Carrying Amount</i>			
Office equipment and furniture	9,252	(1,797)	7,455
2024			
<i>Carrying Amount</i>			
Office equipment and furniture	9,252	(872)	8,380

- (a) The carrying amount of property, plant and equipment charged to licensed banks as security for banking facilities granted to the Group as disclosed in Notes 15 and 20 to the financial statements respectively:-

	The Group	
	2025 RM	2024 RM
Freehold land	13,421,500	13,421,500
Factory building	843,398	970,873
Plant and machinery	–	874,464
	14,264,898	15,266,837

- (b) Motor vehicles with a carrying amount of RM242,349 (2024 - Nil) are held under hire purchase arrangements. These assets have been secured against the hire purchase payables of the Group as disclosed in Note 14 to the financial statements.

7. INVENTORIES

	The Group	
	2025 RM	2024 RM
Raw materials	417,366	333,871
Work-in-progress	1,060,404	824,801
Finished goods	993,764	1,226,747
Spare parts	183,245	–
	2,654,779	2,385,419
Recognised in profit or loss:-		
Inventories recognised as cost of sales	77,991,333	79,581,579

NOTES TO THE FINANCIAL STATEMENTS

8. TRADE RECEIVABLES

The Group's normal trade credit terms range from 30 to 90 (2024 - 30 to 90) days.

9. OTHER RECEIVABLES, DEPOSITS AND PREPAYMENTS

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Other receivables	605,211	105,645	4,648	29,616
Goods and services tax recoverable	13,838	13,741	–	–
Deposits	1,043,593	127,148	–	–
Prepayments	650,870	714,374	192,759	138,858
	2,313,512	960,908	197,407	168,474

10. FIXED DEPOSITS WITH LICENSED BANKS

At the end of the reporting period, the Group's fixed deposits with licensed banks bore effective interest rates ranging from 2.05% to 3.60% (2024 - 2.50% to 3.60%) per annum and had maturity period of 3 to 6 months (2024 - 3 to 6 months). The Company's fixed deposits bore an effective interest rate of 2.61% (2024 - Nil) per annum with a maturity period of 1 month (2024 - Nil).

11. SHARE CAPITAL

	The Group		The Company	
	2025	2024	2025	2024
	Number of shares			
Issued and Fully Paid-Up				
Ordinary shares				
At 1 January	402,386,413	2	402,386,413	2
Issuance of shares pursuant to acquisition of a subsidiary	–	293,742,111	–	293,742,111
Issuance of shares by the Company	–	108,644,300	–	108,644,300
At 31 December	402,386,413	402,386,413	402,386,413	402,386,413

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Issued and Fully Paid-Up				
Ordinary shares				
At 1 January	51,745,620	2	51,745,620	2
Issuance of shares pursuant to acquisition of a subsidiary	–	31,724,148	–	31,724,148
Issuance of shares by the Company	–	21,728,860	–	21,728,860
Share issuance expenses	–	(1,707,390)	–	(1,707,390)
At 31 December	51,745,620	51,745,620	51,745,620	51,745,620

NOTES TO THE FINANCIAL STATEMENTS

11. SHARE CAPITAL (CONT'D)

- (a) The holders of ordinary shares are entitled to receive dividends as and when declared by the Company and are entitled to one vote per ordinary share at meetings of the Company. The ordinary shares have no par value.
- (b) In the previous financial year, the Company increased its issued and paid-up share capital from RM2 to RM51,745,620 by way of:-
- (i) issuance of 293,742,111 new ordinary shares pursuant to acquisition of a subsidiary; and
 - (ii) issuance of 108,644,300 new ordinary shares for a cash consideration of RM0.20 each in conjunction with the initial public offering (“IPO”) on the ACE Market of Bursa Malaysia Securities Berhad.

The new ordinary shares issued rank equally in all respects with the existing ordinary shares of the Company.

- (c) In the previous financial year, the listing expenses arising from the issuance of new shares amounting to RM1,707,390 were offset against the share capital and the remaining listing expenses of RM3,007,531 were expensed off to profit or loss.

12. MERGER DEFICIT

The merger deficit arose from the difference between the carrying amount of the investment and the nominal value of the shares of a subsidiary upon consolidation under the merger accounting principles.

13. LEASE LIABILITIES

	The Group	
	2025 RM	2024 RM
At 1 January	–	60,844
Interest expense recognised in profit or loss (Note 22)	–	2,010
Repayment of principal	–	(60,844)
Repayment of interest expense	–	(2,010)
<hr/>		
At 31 December	–	–

14. HIRE PURCHASE PAYABLES

	The Group	
	2025 RM	2024 RM
Current liabilities	48,983	–
Non-current liabilities	179,520	–
<hr/>		
	228,503	–

Hire purchase payables of the Group are secured by the Group’s motor vehicles under the hire purchase arrangements as disclosed in Note 6 to the financial statements and bore an effective interest rate of 4.35% (2024 - Nil).

NOTES TO THE FINANCIAL STATEMENTS

15. TERM LOANS (SECURED)

	The Group	
	2025 RM	2024 RM
Current liabilities	–	651,050

(a) In the previous financial year, the term loans were secured by:-

- (i) third party charge against the freehold land and factory building of the Group as disclosed in Notes 6(a) to the financial statements respectively;
- (ii) joint and several guarantees by the directors of the Group; and
- (iii) a fixed charge over the plant and machinery financed by the licensed bank as disclosed in Notes 6(a) to the financial statements respectively.

(b) The interest rate profile of the term loans is summarised below:-

	Effective Interest Rate %	The Group	
		2025 RM	2024 RM
Fixed rate term loans	3.50 - 4.00	–	544,925
Floating rate term loans	5.82	–	106,125
		–	651,050

16. DEFERRED TAX LIABILITIES

	At 1.1.2025 RM	Recognised in Profit or Loss (Note 23) RM	At 31.12.2025 RM
	The Group		
2025			
Accelerated capital allowances	888,000	(38,000)	850,000

	At 1.1.2024 RM	Recognised in Profit or Loss (Note 23) RM	At 31.12.2024 RM
	The Group		
2024			
Accelerated capital allowances	948,027	(60,027)	888,000

NOTES TO THE FINANCIAL STATEMENTS

17. TRADE PAYABLES

The normal trade credit term granted to the Group is 60 (2024 - 60) days.

18. OTHER PAYABLES AND ACCRUALS

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Other payables	616,922	1,415,747	256,369	45,806
Unpaid balance for acquisition of property, plant and equipment (Note 26(a))	368,216	–	–	–
Accruals	3,985,162	3,729,848	87,000	65,000
	4,970,300	5,145,595	343,369	110,806

19. AMOUNT OWING TO A SUBSIDIARY

	The Company	
	2025 RM	2024 RM
<u>Current</u>		
Non-trade balance	–	585,364

In the previous financial year, the non-trade balance represented inter-company advances and payments on behalf which were interest free, unsecured and repayable on demand. The amount owing was settled in cash.

20. BANKERS' ACCEPTANCES

- (a) The bankers' acceptances are secured by:-
- (i) third party charge against the freehold land and factory building of the Group as disclosed in Note 6(a) to the financial statements respectively; and
 - (ii) Corporate guarantees by the Company.
- (b) The bankers' acceptances of the Group at the end of the reporting period bore effective interest rates ranging from 4.92% to 5.03% (2024: 3.64% to 5.14%) per annum.

21. REVENUE

- (a) The revenue of the Group represents sales of automotive parts, components and toolings which are recognised at a point in time upon physical acceptance by the customers. The revenue of the Group is derived primarily from local sales amounting to RM100,048,619 (2024 - RM105,014,692).

Revenue of the Group is recognised based on the consideration specified in the contract with customers and may be affected by fluctuations in raw material prices set by suppliers. Any changes in supplier pricing that result in adjustments to the transaction price are recognised in the period in which the changes become enforceable.

The Group does not provide warranties, returns, refunds, or other similar obligations to its customers. No element of significant financing is deemed present as the sales are made with credit terms not exceeding 12 months which are consistent with prevailing market practice.

NOTES TO THE FINANCIAL STATEMENTS

21. REVENUE (CONT'D)

(b) The information of the revenue from other sources are summarised below:-

Interest Income

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

Dividend Income

Dividend income is recognised when the right to receive dividend payment is established.

22. PROFIT/(LOSS) BEFORE TAXATION

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Profit/(Loss) before taxation is arrived at after charging/(crediting):				
Auditors' remuneration:				
- audit fees	142,000	100,000	67,000	45,000
- non-audit fees:				
- auditors of the Company	5,000	5,000	5,000	5,000
Directors' remuneration (Note 27(a))	574,633	583,407	191,500	192,500
Deposits written off	170	27,581	-	-
Depreciation of property, plant and equipment	1,723,608	1,863,105	925	835
Property, plant and equipment written off	329	13,040	-	-
Interest expense on financial liabilities that are not at fair value through profit or loss:				
- bankers' acceptances	160,151	213,520	-	-
- hire purchase	7,143	-	-	-
- lease liabilities	-	2,010	-	-
- term loans	5,111	65,862	-	-
- bank overdrafts	-	130	-	-
Listing expenses	-	3,007,531	-	3,007,531
Net realised loss on foreign exchange	5,977	24,926	-	-
Short-term rental expenses:				
- office equipment	86,253	64,644	-	-
- forklifts	265,426	252,130	-	-
- workers' quarters	255,980	241,000	-	-
Staff costs:				
- salaries, wages, and allowances	7,762,303	8,185,782	-	-
- defined contribution plan	429,021	341,925	-	-
- others	1,087,652	863,238	-	-
Gain on disposal of property, plant and equipment	(3,371)	(55,888)	-	-
Government grant	-	(500,000)	-	-
Interest income	(934,805)	(397,484)	(467,017)	(68,671)

NOTES TO THE FINANCIAL STATEMENTS

23. INCOME TAX EXPENSE

Income Tax Expenses Recognised in Profit or Loss

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Current tax:				
- for the financial year	1,526,000	1,997,425	26,000	14,400
- overprovision in the previous financial year	(51,902)	(116,165)	(14,400)	–
	1,474,098	1,881,260	11,600	14,400
Deferred tax (Note 16):				
- for the financial year	(161,315)	22,119	–	–
- under/(over)provision in the previous financial year	123,315	(82,146)	–	–
	(38,000)	(60,027)	–	–
	1,436,098	1,821,233	11,600	14,400

A reconciliation of income tax expense applicable to the profit before taxation at the statutory tax rate to income tax expense at the effective tax rate of the Group and of the Company are as follows:

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Profit/(Loss) before taxation	4,776,231	4,468,571	1,993,225	(3,370,723)
Tax at the statutory tax rate of 24%	1,146,295	1,072,457	478,374	(808,974)
Tax effects of:-				
Non-deductible expenses	247,777	1,067,087	195,626	823,374
Non-taxable income	(29,387)	(120,000)	(648,000)	–
Overprovision of current tax expense in the previous financial year	(51,902)	(116,165)	(14,400)	–
Under/(Over)provision of deferred tax in the previous financial year	123,315	(82,146)	–	–
	1,436,098	1,821,233	11,600	14,400

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

NOTES TO THE FINANCIAL STATEMENTS

24. EARNINGS PER ORDINARY SHARE

(a) Basic Earnings Per Share

The basic earnings per share is calculated by dividing the consolidated profit attributable to owners of the Company by the weighted average number of ordinary shares in issue during the financial year.

	The Group	
	2025	2024
Profit after taxation attributable to equity holders of the Company (RM)	3,340,133	2,647,338
Weighted average number of ordinary shares in issue (unit)	402,386,413	315,107,170
Basic earnings per ordinary share (sen)	0.83	0.84

(b) Diluted Earnings Per Share

The diluted earnings per share is equal to the basic earnings per share because there were no potential ordinary shares during the financial year.

25. DIVIDEND

	The Group/ The Company	
	2025 RM	2024 RM
Ordinary shares		
First interim dividend of 0.35 sen per ordinary share in respect of the financial year ended 31 December 2025	1,408,352	–

26. CASH FLOW INFORMATION

(a) The cash disbursed for the purchase of property, plant and equipment is as follow:-

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Cost of property, plant and equipment purchased (Note 6)	1,158,964	2,264,638	–	5,406
Less: Acquired through hire purchase arrangements	(260,000)	–	–	–
Less: Other payables - balances remained unpaid at the financial year end (Note 18)	(368,216)	–	–	–
	530,748	2,264,638	–	5,406

**NOTES TO THE
FINANCIAL STATEMENTS**
26. CASH FLOW INFORMATION (CONT'D)

(b) The reconciliations of liabilities arising from financing activities are as follows:-

The Group	Term Loans RM	Hire purchase payables RM	Bankers' Acceptances RM	Total RM
2025				
At 1 January	651,050	–	4,100,000	4,751,050
<u>Changes in Financing Cash Flows</u>				
Proceeds from drawdown	–	–	12,258,000	12,258,000
Repayment of principal	(651,050)	(31,497)	(12,861,000)	(13,543,547)
Repayment of interests	(5,111)	(7,143)	(160,151)	(172,405)
	(656,161)	(38,640)	(763,151)	(1,457,952)
<u>Non-cash Changes</u>				
Acquisition of hire purchase	–	260,000	–	260,000
Interest expense recognised in profit or loss (Note 22)	5,111	7,143	160,151	172,405
At 31 December	–	228,503	3,497,000	3,725,503
<hr/>				
The Group	Term Loans RM	Lease Liabilities RM	Bankers' Acceptances RM	Total RM
2024				
At 1 January	1,908,022	60,844	4,900,006	6,868,872
<u>Changes in Financing Cash Flows</u>				
Proceeds from drawdown	–	–	13,300,017	13,300,017
Repayment of principal	(1,256,972)	(60,844)	(14,100,023)	(15,417,839)
Repayment of interests	(65,862)	(2,010)	(213,520)	(281,392)
	(1,322,834)	(62,854)	(1,013,526)	(2,399,214)
<u>Non-cash Changes</u>				
Interest expense recognised in profit or loss (Note 22)	65,862	2,010	213,520	281,392
At 31 December	651,050	–	4,100,000	4,751,050

NOTES TO THE FINANCIAL STATEMENTS

26. CASH FLOW INFORMATION (CONT'D)

(c) The cash and cash equivalents comprise the following:-

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Fixed deposits with licensed banks	28,193,345	10,333,498	16,000,000	–
Cash and bank balances	9,485,893	27,302,327	1,229,588	17,101,054
	37,679,238	37,635,825	17,229,588	17,101,054
Less: Fixed deposits with tenure of more than 3 months	(2,593,345)	(2,333,498)	–	–
	35,085,893	35,302,327	17,229,588	17,101,054

27. KEY MANAGEMENT PERSONNEL COMPENSATION

The key management personnel of the Group and of the Company include executive directors of the Company and certain members of senior management of the Group and of the Company.

The key management personnel compensation during the financial year are as follows:-

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
(a) Directors of the Company				
<u>Directors of the Company</u>				
Short-term employee benefits:				
- fees	180,000	184,500	180,000	184,500
- salaries, allowances and other benefits	352,873	357,217	11,500	8,000
	532,873	541,717	191,500	192,500
Defined contribution benefits	41,760	41,690	–	–
	574,633	583,407	191,500	192,500
(b) Other Key Management Personnel				
Short-term employee benefits	632,735	511,251	–	–
Defined contribution benefits	74,831	60,912	–	–
	707,566	572,163	–	–

The estimated monetary value of benefits-in-kind provided by the Group to the directors of the Group was Nil (2024: RM7,000).

NOTES TO THE FINANCIAL STATEMENTS

28. RELATED PARTY DISCLOSURES

(a) Subsidiary

The subsidiary is disclosed in Note 5 to the financial statements.

(b) Significant Related Party Transactions and Balances

Other than those disclosed elsewhere in the financial statements, the Company also carried out the following transactions with the related parties during the financial year:-

	The Company	
	2025 RM	2024 RM
Dividend income from a subsidiary	2,700,000	–
Advances from a subsidiary	480,000	–
Repayment to a subsidiary	1,065,364	–

29. OPERATING SEGMENTS

29.1 BUSINESS SEGMENT AND GEOGRAPHICAL INFORMATION

The Group operates predominantly in one business segment in Malaysia. Accordingly, the information by business and geographical segments is not presented.

29.2 MAJOR CUSTOMERS

The following are major customers with revenue equal to or more than 10% of the Group's total revenue:-

	Revenue		Segment
	2025 RM	2024 RM	
Customer A*	33,568,180	39,090,336	Malaysia
Customer B	17,261,868	19,308,908	Malaysia
Customer C	14,125,579	13,022,572	Malaysia
Customer D	23,051,933	23,541,011	Malaysia

* The amount represents total revenue contributed by several companies within the same group.

NOTES TO THE FINANCIAL STATEMENTS

30. FINANCIAL INSTRUMENTS

The activities of the Group and of the Company are exposed to a variety of market risk (including foreign currency risk, interest rate risk and equity price risk), credit risk and liquidity risk. The overall financial risk management policy focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Group and of the Company.

30.1 FINANCIAL RISK MANAGEMENT POLICIES

The policies in respect of the major areas of treasury activity are as follows:-

(a) Market Risk

(i) Foreign Currency Risk

The Group and the Company do not have any transactions or balances denominated in foreign currencies and hence, are not exposed to foreign currency risk.

(ii) Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The exposure to interest rate risk arises mainly from long-term borrowings with variable rates. The Group and the Company adopt a policy of obtaining the most favourable interest rates available and by maintaining a balanced portfolio mix of fixed and floating rate borrowings.

The fixed-rate borrowings of the Group and of the Company is not subject to interest rate risk since neither carrying amounts nor the future cash flows will fluctuate because of a change in market interest rates.

The exposure to interest rate risk based on the carrying amounts of the financial instruments at the end of the reporting period are disclosed in Notes 14, 15 and 20 to the financial statements respectively.

Interest Rate Risk Sensitivity Analysis

The following table details the sensitivity analysis to a reasonably possible change in the interest rates at the end of the reporting period, with all other variables held constant:-

	The Group	
	2025	2024
	RM	RM
Effects on Profit After Taxation		
Increase of 100 basis points	(26,577)	(36,108)
Decrease of 100 basis points	26,577	36,108

There is no impact on the Group's equity.

The Company does not have any floating rate borrowings and hence, no sensitivity analysis is presented.

(iii) Equity Price Risk

The Group and the Company do not have any quoted investments and hence, are not exposed to equity price risk.

NOTES TO THE FINANCIAL STATEMENTS

30. FINANCIAL INSTRUMENTS (CONT'D)

30.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk

The exposure to credit risk, or the risk of counterparties defaulting, arises mainly from trade and other receivables. The Group and the Company manage their exposures to credit risk by the application of credit approvals, credit limits and monitoring procedures on an ongoing basis. For other financial assets (including cash and bank balances), the Group and the Company minimise credit risk by dealing exclusively with high credit rating counterparties.

The Group and the Company uses ageing analysis to monitor the credit quality of the trade receivables. Any receivables having significant balances past due or more than 150 days, which are deemed to have higher credit risk, are monitored individually.

(i) Credit Risk Concentration Profile

The Group's major concentration of credit risk relates to the amounts owing by 4 (2024: 4) customers which constituted approximately 87% (2024: 90%) of its trade receivables at the end of the reporting period.

(ii) Maximum Exposure to Credit Risk

At the end of the reporting period, the maximum exposure to credit risk is represented by the carrying amount of each class of financial assets recognised in the statements of financial position of the Group and of the Company after deducting any allowance for impairment losses (where applicable).

(iii) Assessment of Impairment Losses

The Group and the Company have an informal credit policy in place and the exposure to credit risk is monitored on an ongoing basis through periodic review of the ageing of the trade receivables. The Group and the Company closely monitor the trade receivables' financial strength to reduce the risk of loss.

At each reporting date, the Group and the Company evaluate whether any of the financial assets at amortised cost and contract assets are credit impaired.

The gross carrying amounts of financial assets are written off against the associated impairment, if any, when there is no reasonable expectation of recovery (i.e. the debtor does not have assets or sources of income to generate sufficient cash flows to repay the debt) despite the fact that they are still subject to enforcement activities.

A financial asset is credit impaired when any of following events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred:

- Significant financial difficulty of the receivable;
- A breach of contract, such as a default or past due event;
- Restructuring of a debt in relation to the receivable's financial difficulty; or
- It is becoming probable that the receivable will enter bankruptcy or other financial reorganisation.

NOTES TO THE FINANCIAL STATEMENTS

30. FINANCIAL INSTRUMENTS (CONT'D)

30.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Trade Receivables

The Group applies the simplified approach to measure expected credit losses using a lifetime expected credit loss allowance for all trade receivables.

Inputs, Assumptions and Techniques used for Estimating Impairment Losses

To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due.

The Group measures the expected credit losses of certain major customers, trade receivables that are credit impaired and trade receivables with a high risk of default on individual basis.

The expected loss rates are based on the payment profiles of sales over 12 months (2024: 12 months) and the corresponding historical credit losses experienced within this period. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the trade receivables to settle their debts.

There are no significant changes in the estimation techniques and assumptions as compared to the previous financial year.

Allowance for Impairment Losses

The information about the credit exposure and loss allowances recognised for trade receivables are as follows:-

The Group	Gross Amount RM	Individual Impairment RM	Carrying Amount RM
2025			
Current (not past due)	13,225,163	–	13,225,163
Past due:			
- less than 3 months	17,860	–	17,860
- more than 3 months	–	–	–
- more than 6 months	–	–	–
- more than 1 year	–	–	–
	13,243,023	–	13,243,023

NOTES TO THE FINANCIAL STATEMENTS

30. FINANCIAL INSTRUMENTS (CONT'D)

30.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Trade Receivables (Cont'd)

Allowance for Impairment Losses (Cont'd)

The information about the credit exposure and loss allowances recognised for trade receivables are as follows (Cont'd):-

The Group	Gross Amount RM	Individual Impairment RM	Carrying Amount RM
2024			
Current (not past due)	13,349,422	–	13,349,422
Past due:			
- less than 3 months	34,169	–	34,169
- more than 3 months	5,300	–	5,300
- more than 6 months	–	–	–
- more than 1 year	–	–	–
	13,388,891	–	13,388,891

The Group believes that no impairment allowance is necessary in respect of its trade receivables because the probability of default by these receivables were negligible. They are good customers with no history of default.

Other Receivables

The Group and the Company apply the 3-stage general approach to measuring expected credit losses for its other receivables.

Under this approach, loss allowance is measured on either 12-month expected credit losses or lifetime expected credit losses, by considering the likelihood that the receivable would not be able to repay during the contractual period (probability of default, PD), the percentage of contractual cash flows that will not be collected if default happens (loss given default, LGD) and the outstanding amount that is exposed to default risk (exposure at default, EAD).

In deriving the PD and LGD, the Group and the Company consider the receivable's past payment status and its financial condition as at the reporting date. The PD is adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the receivable to settle its debts.

Allowance for Impairment Losses

No expected credit loss is recognised on other receivables as they are negligible.

NOTES TO THE FINANCIAL STATEMENTS

30. FINANCIAL INSTRUMENTS (CONT'D)

30.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Fixed Deposits with Licensed Banks and Cash and Bank Balances

The Group and the Company consider the licensed banks have low credit risks. In addition, some of the bank balances are insured by Government agencies. Therefore, the Group and the Company are of the view that the loss allowance is immaterial and hence, it is not provided for.

Financial Guarantee Contracts

Corporate guarantees for borrowing facilities granted to subsidiary are a financial guarantee contract.

Inputs, Assumptions and Techniques used for Estimating Impairment Losses

The Company closely monitors the subsidiary's financial strength to reduce the risk of loss.

The Company considers that there is a significant increase in credit risk when a subsidiary's financial position deteriorates significantly. A financial guarantee contract is credit impaired when:

- The subsidiary is unlikely to repay its obligation to the bank in full; or
- The subsidiary is having a deficit in equity and is continuously loss making.

The Company determines the probability of default of the guaranteed amounts individually using internal information available.

Allowance for Impairment Losses

All of the financial guarantee contracts are considered to be performing, have low risks of default and historically there were no instances where these financial guarantee contracts were called upon by the parties to which the financial guarantee contracts were issued. Accordingly, no loss allowances were identified based on 12-month expected credit losses.

30. FINANCIAL INSTRUMENTS (CONT'D)

30.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(c) Liquidity Risk

Liquidity risk arises mainly from general funding and business activities. The Group and the Company practises prudent risk management by maintaining sufficient cash balances and the availability of funding through certain committed credit facilities.

Maturity Analysis

The following table sets out the maturity profile of the financial liabilities at the end of the reporting period based on contractual undiscounted cash flows (including interest payments computed using contractual rates or, if floating, based on the rates at the end of the reporting period):-

The Group	Contractual Interest Rate %	Carrying Amount RM	Contractual Undiscounted Cash Flows RM	Within 1 Year RM	1 - 5 Years RM	Over 5 Years RM
2025						
<u>Non-derivative Financial Liabilities</u>						
Hire purchase payables	2.29	228,503	251,130	57,960	193,170	-
Bankers' acceptances	4.92 - 5.03	3,497,000	3,497,000	3,497,000	-	-
Trade payables	-	13,439,455	13,439,455	13,439,455	-	-
Other payables and accruals	-	4,970,300	4,970,300	4,970,300	-	-
		22,135,258	22,157,885	21,964,715	193,170	-

**NOTES TO THE
FINANCIAL STATEMENTS**

30. FINANCIAL INSTRUMENTS (CONT'D)

30.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(c) Liquidity Risk (Cont'd)

Maturity Analysis (Cont'd)

The Group	Contractual Interest Rate %	Carrying Amount RM	Contractual Undiscounted Cash Flows RM	Within 1 Year RM	1 - 5 Years RM	Over 5 Years RM
2024						
<u>Non-derivative Financial Liabilities</u>						
Term loans	5.82	651,050	655,743	655,743	-	-
Bankers' acceptances	3.64 - 5.14	4,100,000	4,100,000	4,100,000	-	-
Trade payables	-	12,418,837	12,418,837	12,418,837	-	-
Other payables and accruals	-	5,145,595	5,145,595	5,145,595	-	-
		22,315,482	22,320,175	22,320,175	-	-

NOTES TO THE FINANCIAL STATEMENTS

30. FINANCIAL INSTRUMENTS (CONT'D)

30.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(c) Liquidity Risk (Cont'd)

Maturity Analysis (Cont'd)

The Company	Contractual Interest Rate %	Carrying Amount RM	Contractual Undiscounted Cash Flows RM	Within 1 Year RM
2025				
<u>Non-derivative Financial Liabilities</u>				
Other payables and accruals	–	343,369	343,369	343,369
Financial guarantee contracts in relation to corporate guarantee given to the subsidiary	–	–	3,497,000	3,497,000
		343,369	3,840,369	3,840,369
2024				
<u>Non-derivative Financial Liabilities</u>				
Other payables and accruals	–	110,806	110,806	110,806
Amount owing to a related party	–	585,364	585,364	585,364
		696,170	696,170	696,170

The potential exposure of the financial guarantee contracts is equivalent to the outstanding amount of the credit facilities of the subsidiary at the end of the reporting period. The financial guarantees have not been recognised in the financial statements because their fair values on initial recognition were not material.

The contractual undiscounted cash flows represent the outstanding credit facilities of the subsidiary at the end of the reporting period.

30.2 CAPITAL RISK MANAGEMENT

The Group and the Company manage their capital to ensure that entities within the Group will be able to maintain an optimal capital structure so as to support their businesses and maximise shareholders value. To achieve this objective, the Group and the Company may make adjustments to the capital structure in view of changes in economic conditions, such as adjusting the amount of dividend payment, returning of capital to shareholders or issuing new shares.

The Group and the Company manage their capital based on debt-to-equity ratio that complies with debt covenants and regulatory, if any. The debt-to-equity ratio is calculated as net debt divided by total equity. The Group and the Company include within net debt, loans and borrowings from financial institutions less cash and cash equivalents. Capital includes equity attributable to the owners of the parent and non-controlling interest. The debt-to-equity ratio of the Group and of the Company at the end of the reporting period is not presented as its cash and cash equivalents exceeded the total external borrowings.

There were no changes in the approach to capital management during the financial year.

NOTES TO THE FINANCIAL STATEMENTS

30. FINANCIAL INSTRUMENTS (CONT'D)

30.3 CLASSIFICATION OF FINANCIAL INSTRUMENTS

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Financial Assets				
<u>Amortised Cost</u>				
Trade receivables (Note 8)	13,243,023	13,388,891	–	–
Other receivables (Note 9)	605,211	105,645	4,648	29,616
Fixed deposits with licensed banks (Note 10)	28,193,345	10,333,498	16,000,000	–
Cash and bank balances	9,485,893	27,302,327	1,229,588	17,101,054
	51,527,472	51,130,361	17,234,236	17,130,670
Financial Liabilities				
<u>Amortised Cost</u>				
Trade payables (Note 17)	13,439,455	12,418,837	–	–
Other payables and accruals (Note 18)	4,970,300	5,145,595	343,369	110,806
Amount owing to a subsidiary (Note 19)	–	–	–	585,364
Bankers' acceptances (Note 20)	3,497,000	4,100,000	–	–
Hire purchase payables (Note 14)	228,503	–	–	–
Term loans (Note 15)	–	651,050	–	–
	22,135,258	22,315,482	343,369	696,170

30.4 GAINS OR LOSSES ARISING FROM FINANCIAL INSTRUMENTS

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Financial Assets				
<u>Amortised Cost</u>				
Net gains recognised in profit or loss	934,805	397,484	467,017	68,671
Financial Liabilities				
<u>Amortised Cost</u>				
Net losses recognised in profit or loss	(172,405)	(279,512)	–	–

NOTES TO THE FINANCIAL STATEMENTS

30. FINANCIAL INSTRUMENTS (CONT'D)

30.5 FAIR VALUE INFORMATION

The fair values of the financial assets and financial liabilities of the Group and of the Company which are maturing within the next 12 months approximated their carrying amounts due to the relatively short-term maturity of the financial instruments or repayable on demand terms.

As the Group and the Company does not have any financial instruments carried at fair value, the following table sets out only the fair value profile of financial instruments that are not carried at fair value at the end of the reporting period:-

The Group	Fair Value of Financial Instruments not Carried at Fair Value			Total Fair Value RM	Carrying Amount RM
	Level 1 RM	Level 2 RM	Level 3 RM		
2025					
<u>Financial Liabilities</u>					
Hire purchase payables	–	228,503	–	228,503	228,503
2024					
<u>Financial Liabilities</u>					
Term loans:					
- fixed rate	–	544,925	–	544,925	544,925
- floating rate	–	106,125	–	106,125	106,125

(a) Fair Value of Financial Instruments Not Carried at Fair Value

The fair values, which are for disclosure purposes, have been determined using the following basis:-

- (i) The fair value of the term loans that carry floating interest rates approximated their carrying amounts as they are repriced to market interest rates on or near the reporting date.
- (ii) The fair value of term loans and hire purchase payables that carry fixed interest rates are determined by discounting the relevant future contractual cash flows using current market interest rates for similar instruments at the end of the reporting period. The interest rates used to discount the estimated cash flows are as follows:-

	The Group	
	2025 %	2024 %
Term loans (fixed rate)	–	3.50 - 4.00
Hire purchase payables	2.29	–

DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING

Pursuant to Rule 9.25A of the ACE Market Listing Requirement, below are the financial data that are relevant for purpose of Shariah screening by the Shariah Advisory Council of the Securities Commission Malaysia. These include financial data on Shariah non-permissible income arising from the Group's business activities and interest-based financial position.

(a) Group Total Income and Total Assets

Total Income	Remark	The Group	
		2025 (RM)	2024 (RM)
Revenue		100,048,619	105,014,692
Interest income		934,805	397,484
Other income	Government grant, disposal of fixed assets and others	687,968	654,093
Total		101,671,392	106,066,269
Total Assets		80,212,665	78,506,308

(b) Business Activities

Shariah Non-Compliant Activities	Remark	The Group	
		2025 (RM)	2024 (RM)
Interest Income		919,464	389,279
Total		919,464	389,279

(c) Component of Financial Position

(i) Cash Component

Islamic Account/ Instruments	Remark	The Group	
		2025 (RM)	2024 (RM)
Deposits with licensed bank		16,593,345	333,498
Cash at bank (exclude cash in hand)		6,235	11,800
Cash in hand		3,597	3,601
Total Cash		16,603,177	348,899

Conventional Account/ Instruments	Remark	The Group	
		2025 (RM)	2024 (RM)
Deposits with licensed bank		11,600,000	10,000,000
Cash at bank (exclude cash in hand)		9,476,061	27,286,926
Total Cash		21,076,061	37,286,926

**DISCLOSURE OF FINANCIAL DATA
FOR SHARIAH SCREENING**
(c) Component of Financial Position (Cont'd)
(ii) Debt Component

Islamic Financing	Remark	The Group	
		2025 (RM)	2024 (RM)
Current		-	-
Non-Current		-	-
Total Financing		-	-

Conventional Borrowing	Remark	The Group	
		2025 (RM)	2024 (RM)
Current			
Hire purchase payables		48,983	-
Bankers' acceptances		3,497,000	4,100,000
Term loans		-	651,050
Non-Current			
Hire purchase payables		179,520	-
Total Debt		3,725,503	4,751,050

LIST OF PROPERTY

Location	Description	Tenure	Age of building	Land area / Built-up area	Net book value	Date of last revaluation
Lot 2228, Jalan Kasawari, Kawasan Perusahaan Kebun Baru, Batu 9, Kg. Kebun Baru, 42500 Telok Panglima Garang, Kuala Langat, Selangor Darul Ehsan	A single storey factory cum double storey office / Manufacturing and office	Freehold	18 years	16,312.87 sq. m. / 9,823.98 sq. m.	Freehold land: RM13,421,500; Factory building: RM843,398	3 February 2023

ANALYSIS OF SHAREHOLDINGS

AS AT 2 APRIL 2026

Issued Shares	:	402,386,413 ordinary shares
Class of Shares	:	Ordinary Shares
Voting Rights	:	One vote per share
Number of Shareholders	:	2,339

ANALYSIS BY SHAREHOLDINGS

Distribution of shareholdings according to size:

Size of Holdings	No. of Holders	%	No. of Shares	%
1 to 99	0	0.00	0	0.00
100 to 1,000	230	9.84	115,300	0.03
1,001 to 10,000	1,097	46.90	6,096,100	1.51
10,001 to 100,000	782	33.43	29,640,500	7.37
100,001 to 20,119,320*	229	9.79	142,706,960	35.47
20,119,321 and above**	1	0.04	223,827,553	55.62
Total	2,339	100.00	402,386,413	100.00

Notes:

* Less than 5% of issued shares.

** 5% and above of issued shares.

SUBSTANTIAL SHAREHOLDERS

Name of Shareholder	Direct		Indirect	
	No. of Shares Held	% of Issued Capital	No. of Shares Held	% of Issued Capital
Datin See Hui Pvng	223,827,553	55.63	14,732,102 ⁽¹⁾	3.66
See Hui Shi	14,732,102	3.66	223,827,553 ⁽²⁾	55.63

Notes:

⁽¹⁾ Deemed interested of 14,732,102 shares by virtue of the shareholding of her sister, See Hui Shi, pursuant to Section 8 of the Act.

⁽²⁾ Deemed interested of 223,827,553 shares by virtue of the shareholding of her sister, Datin See Hui Pvng, pursuant to Section 8 of the Act.

SHAREHOLDINGS OF DIRECTORS AND CHIEF EXECUTIVE

Name	Direct		Indirect	
	No. of Shares Held	% of Issued Capital	No. of Shares Held	% of Issued Capital
Datuk Noripah Binti Kamsu	300,000	0.08	–	0.00
Datin See Hui Pvng	223,827,553	55.63	14,732,102 ⁽¹⁾	3.66
Dato' Tang Ngat Ngoh	300,000	0.08	–	0.00
Datuk Noor Azian Binti Shaari	300,000	0.08	–	0.00
Chan Yan San	50,000	0.01	–	0.00
Ang Yoke Kee	–	0.00	–	0.00
Finance Controller				
Eng Shu Ling	950,000	0.24	–	0.00

Note:

⁽¹⁾ Deemed interested of 14,732,102 shares by virtue of the shareholding of her sister, See Hui Shi, pursuant to Section 8 of the Act.

ANALYSIS OF SHAREHOLDINGS AS AT 2 APRIL 2026

THIRTY (30) LARGEST SHAREHOLDERS

No	Name of Shareholders	No. of shares held	% of Issued Capital
1.	See Hui Pvnng	223,827,553	55.63
2.	Tiu Kuang Hong	17,000,858	4.23
3.	See Hui Shi	14,732,102	3.66
4.	Maybank Nominees (Tempatan) Sdn. Bhd. Exempt An for Tradeview Capital Sdn. Bhd.	6,723,300	1.67
5.	Cartaban Nominees (Tempatan) Sdn. Bhd. RHB Trustees Berhad for Tradeview Sustainability Fund	3,732,200	0.93
6.	Maybank Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account for Widuri Business Management Sdn. Bhd.	3,497,100	0.87
7.	Low Joon Pin	3,175,000	0.79
8.	Ng Choon Ngee	2,600,000	0.65
9.	Ng Chin Leong	2,000,000	0.50
10.	RHB Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account for Lim Ban Keong	2,000,000	0.50
11.	Ting Ata @ Ting Teong Cheow	2,000,000	0.50
12.	Tan Pu Hooi	1,999,000	0.50
13.	Shaharuddin Bin Warno @ Rahmad	1,750,000	0.44
14.	Alliancegroup Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account for Ang Kooi Phing (6000914)	1,744,200	0.43
15.	Lim Hang Chern	1,550,000	0.39
16.	Long See Seng	1,550,000	0.39
17.	Yew Chong Hooi	1,500,000	0.37
18.	Lin Yeen Lum	1,490,000	0.37
19.	Sia Boon Huat	1,459,600	0.36
20.	Lau Chee Chin @ Lau Cheung Chang	1,300,000	0.32
21.	Azrudin Bin Badruddin	1,250,000	0.31
22.	Chew Jia Yiing	1,250,000	0.31
23.	Formula Naga Sdn. Bhd.	1,250,000	0.31
24.	Loh Peng Chye	1,250,000	0.31
25.	Soh Siew Lee	1,250,000	0.31
26.	Maybank Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account for Lim Chung Toung	1,190,000	0.30
27.	Oon Pey Yang	1,150,000	0.29
28.	Public Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account for Wong Ai Ming E-KLC	1,148,000	0.29
29.	Kenanga Nominees (Tempatan) Sdn. Bhd. Rakuten Trade Sdn. Bhd. for Siaw Swee Heng	1,146,000	0.29
30.	Tan Yee Choon	1,120,100	0.28
	Total	307,635,013	76.45

NOTICE OF SECOND ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Second Annual General Meeting (“**2nd AGM**”) of KHPT Holdings Berhad (“**KHPT**” or “**the Company**”) will be held at Four Points by Sheraton Puchong, The Heron (Function Room), Level 2, Puchong Financial Corporate Centre (PFCC), Jalan Puteri 1/2, Bandar Puteri, 47100 Puchong, Selangor Darul Ehsan on Thursday, 25 June 2026 at 9:30 a.m. for the following purposes:

AGENDA

AS ORDINARY BUSINESS

1. To receive the Audited Financial Statements for the financial year ended 31 December 2025 together with the Reports of the Directors and Auditors thereon.
Please refer to Explanatory Note 1
2. To approve the payment of Directors’ Fees payable to the Directors of the Company and its subsidiary up to an amount of RM236,000 for the period from the date immediately after the 2nd AGM until the next AGM of the Company to be held in 2027.
Please refer to Explanatory Note 2 **Ordinary Resolution 1**
3. To approve the payment of Directors’ benefits (excluding Directors’ Fees) payable to the Directors of the Company and its subsidiary up to an amount of RM17,500 for the period from the date immediately after the 2nd AGM until the next AGM of the Company to be held in 2027.
Please refer to Explanatory Note 2 **Ordinary Resolution 2**
4. To re-elect the following Directors retiring in accordance with Clause 102 of the Constitution of the Company:
 - (a) Datuk Noripah Binti Kamsu **Ordinary Resolution 3**
 - (b) Datin See Hui Pvang **Ordinary Resolution 4****Please refer to Explanatory Note 3**
5. To re-elect Mr. Ang Yoke Kee who is retiring in accordance with Clause 109 of the Constitution of the Company.
Please refer to Explanatory Note 4 **Ordinary Resolution 5**
6. To re-appoint Messrs Crowe Malaysia PLT as the Auditors of the Company and to authorise the Directors to fix their remuneration.
Please refer to Explanatory Note 5 **Ordinary Resolution 6**

AS SPECIAL BUSINESS

To consider and if, thought fit, to pass the following resolution:

7. **Authority to Issue and Allot Shares Pursuant to Sections 75 and 76 of the Companies Act 2016 (“the Act”)** **Ordinary Resolution 7**

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

NOTICE OF SECOND ANNUAL GENERAL MEETING

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

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

whichever is the earlier.

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

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

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

Please refer to Explanatory Note 6

8. To transact any other business of which due notice shall have been given in accordance with the Act and the Constitution of the Company.

BY ORDER OF THE BOARD

KHOO MING SIANG [(MAICSA 7034037) SSM PC NO. 202208000150]
COMPANY SECRETARY

SELANGOR DARUL EHSAN
24 April 2026

EXPLANATORY NOTES

Explanatory Note 1 - Audited Financial Statements

This Agenda item is meant for discussion only as the provision of Section 340(1)(a) of the Act does not require formal approval of the shareholders. Hence, this item is not put forward for voting.

Explanatory Note 2 - Directors' fees and benefits payable to Directors

Payment of Directors' fees and benefits payable under Section 230(1) of the Act provides, amongst others, that the Directors' fees and any benefits payable to the Directors of the Company and its subsidiary shall be approved at a general meeting.

In determining the estimated Directors' fees and benefits payable to the Directors of the Company and its subsidiary, the Board has considered various factors including the number of scheduled meetings for the Board and Board Committees, current Board size, and provisional sum as a contingency for future appointments of Directors on the Board.

NOTICE OF SECOND ANNUAL GENERAL MEETING

EXPLANATORY NOTES (CONT'D)

Explanatory Note 2 - Directors' fees and benefits payable to Directors (Cont'd)

Details of the Directors' fees and benefits payable for the financial year ended 31 December 2025 is disclosed in the Corporate Governance Overview Statement 2025.

In the event the proposed amount of Directors' fees and/or benefits are insufficient (e.g., due to more meetings or enlarged Board size), approval will be sought at the next AGM for the under-provision.

Explanatory Note 3 - Re-election of Directors (Clause 102)

Clause 102 of the Company's Constitution provides that one-third (1/3) of the Directors of the Company for the time being shall retire from office at every Annual General Meeting ("AGM") and be eligible for re-election.

For the purpose of determining the eligibility of the Directors to stand for re-election at the 2nd AGM, the Board through its Nomination and Remuneration Committee ("NRC") has assessed the retiring Directors, namely Datuk Noripah Binti Kamso and Datin See Hui Pvng.

The Board and the NRC have considered the following in their evaluation:

- (a) Performance and Contribution: The retiring Directors' performance and contribution were assessed through the annual Board and Individual Director Effectiveness Evaluation. They have consistently demonstrated commitment to their roles and exercised due care in discharging their duties.
- (b) Fit and Proper Criteria: The retiring Directors have met the criteria prescribed under the Directors' Fit and Proper Policy of the Company, specifically regarding their character, integrity, competence, and experience.
- (c) Independence: For the Independent Non-Executive Chairperson, the NRC has assessed and is satisfied that she continues to bring independent and objective judgement to Board deliberations.

Based on the satisfactory outcome of the assessment, the Board (with the exception of the retiring Directors who abstained from deliberations and voting on their own re-election) is satisfied that the retiring Directors have the necessary skill sets and experience to continue contributing to the Company's growth. Therefore, the Board recommends the re-election of the retiring Directors at the 2nd AGM.

The profiles of these Directors are set out on pages 12 to 14 of the Annual Report 2025.

Explanatory Note 4 - Re-election of Director (Clause 109)

Mr. Ang Yoke Kee, an additional Director newly appointed on 1 March 2026, is subject to re-election as a Director of the Company in accordance with Clause 109 of the Company's Constitution. His profile is set out on page 18 of the Annual Report 2025.

Explanatory Note 5 - Re-appointment of Auditors

The Board has through the Audit and Risk Management Committee ("ARMC"), considered the re-appointment of Messrs Crowe Malaysia PLT as External Auditors of the Company. The factors considered by the ARMC in making recommendation to the Board to table the re-appointment of Messrs Crowe Malaysia PLT at the forthcoming AGM, included assessment of the Auditors' independence and objectively, calibre and quality process/performance.

NOTICE OF SECOND ANNUAL GENERAL MEETING

Explanatory Note 6 - Authority pursuant to Sections 75 and 76 of the Act for the Directors to Issue and Allot Shares

The Ordinary Resolution 7 proposed under item 7 of the Agenda is to obtain a general mandate for issuance of shares by the Company under Section 76 of the Act. The Ordinary Resolution 7, if passed, will provide flexibility for the Company and empower the Directors to issue and allot new shares in the Company up to an amount not exceeding in total ten per centum (10%) of the total number of issued shares (excluding any treasury shares) of the Company, without the need to convene separate general meeting to obtain its shareholders' approval so as to avoid incurring additional costs and time. It will enable the Directors to take swift action in case of a need to issue and allot new shares in the Company for fund raising exercise including but not limited to further placement of shares for purpose of funding current and/or future investment projects, working capital, acquisitions and/or for issuance of shares as settlement of purchase consideration, or other circumstances arise which involve grant of rights to subscribe for shares, conversion of any securities into shares, or allotment of shares under an agreement or option or offer, or such other application as the Directors may deem fit in the best interest of the Company.

This authority, unless revoked or varied by the Company at a general meeting, will expire at the next AGM or at the expiry of the period within the next AGM is required to be held after the approval was given. As at the date of this Notice, the Company has not issued any new shares under the general mandate granted at the previous Annual General Meeting of the Company.

NOTES:

- (1) Pursuant to Rule 8.31A of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa Securities"), all the resolutions set out in the Notice of AGM will be put to vote by way of poll. Poll Administrator and Independent Scrutineers will be appointed to conduct the polling process and verify the results of the poll, respectively.
- (2) A member entitled to attend and vote at the 2nd AGM may appoint another person as his proxy to attend and vote in his stead. A proxy may but need not be a member of the Company. There shall be no restriction as to the qualification of the proxy. A proxy appointed to attend and vote at a meeting shall have the same rights as the member to speak at the meeting.
- (3) A member shall be entitled to appoint not more than 2 proxies to participate, speak and vote at the meeting. Where a member appoints 2 proxies, the appointment shall not be valid unless the member specifies the proportion of his shareholding to be represented by each proxy.
- (4) Where a member is an Exempt Authorised Nominee which holds shares in the Company for multiple beneficial owners in one securities account ("omnibus account") as defined under the Securities Industry (Central Depositories) Act, 1991, there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.
- (5) The proxy form shall be in writing, executed by or on behalf of the appointor or his attorney duly authorised in writing or, if the appointor is a corporation, either under seal or under the hand of an officer or attorney duly authorised.
- (6) Any authority pursuant to which such an appointment is made by a power of attorney or other authority, if any, under which it is signed or a notarially certified copy of that power or authority shall be deposited at the office of the Company's Share Registrar, Boardroom Share Registrars Sdn Bhd of 11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia not less than forty-eight (48) hours before the time for holding the 2nd AGM or adjourned 2nd AGM at which the person named in the proxy form proposes to vote, and in default the proxy form shall not be treated as valid.

NOTICE OF SECOND ANNUAL GENERAL MEETING

NOTES (CONT'D):

- (7) The appointment of a proxy may be made in a hard copy form or by electronic means in the following manner and must be received by the Company not less than forty-eight (48) hours before the time appointed for holding the AGM or Adjourned AGM at which the person named in the appointment proposes to vote:

In hard copy form

In the case of an appointment made in hard copy form, the original proxy form must be deposited at the office of the Company's Share Registrar, Boardroom Share Registrars Sdn Bhd ("Boardroom") at 11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia.

By electronic means

Alternatively, the instrument appointing the proxy may also be lodged electronically via Boardroom Smart Investor Portal at <https://investor.boardroomlimited.com>.

- (8) For the purpose of determining who shall be entitled to attend this meeting, the Company shall be requesting Bursa Malaysia Depository Sdn Bhd to make available a Record of Depositors as at 18 June 2026 and only members whose names appear on such Record of Depositors shall be entitled to attend, speak and vote at this meeting and entitled to appoint proxy or proxies.

STATEMENT ACCOMPANYING NOTICE OF 2ND ANNUAL GENERAL MEETING

(pursuant to Rule 8.29(2) of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad)

- 1. Details of individual who are standing for election as Directors (excluding Directors standing for re-election)**

There are no individuals who are standing for election as Directors.

- 2. General mandate for issue of securities in accordance with Rule 6.04(1) of the ACE Market Listing Requirements**

The Company will seek shareholders' approval at the general meeting for issue of securities in accordance with Rule 6.04(3) of the ACE Market Listing Requirements. Please refer to the Proposed Ordinary Resolution 7 as stated in Notice of 2nd AGM of the Company for details.

Personal data privacy:

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

KHPT HOLDINGS BERHAD
 [Registration No. 201901005770 (1315097-M)]
 (Incorporated in Malaysia)

PROXY FORM

CDS Account No.
No. of shares held

I/We, *NRIC/Passport/Registration No.
 (full name of shareholder in block letters)

of
 (full address)

and *telephone no./email address being a *member/members of
KHPT HOLDINGS BERHAD (the "Company"), hereby appoint(s):

Full Name (in Block and as per NRIC/Passport)	NRIC/Passport No.	Proportion of Shareholdings	
		No. of Shares	%
Address			
Email Address		Contact No.	

and / or ^ (^delete as appropriate)

Full Name (in Block and as per NRIC/Passport)	NRIC/Passport No.	Proportion of Shareholdings	
		No. of Shares	%
Address			
Email Address		Contact No.	

or failing him/her, the Chairperson of the Meeting as ^my/our proxy to vote for ^me/us and on ^my/our behalf, at the Second Annual General Meeting ("2nd AGM") of the Company to be held at **Four Points by Sheraton Puchong, The Heron (Function Room), Level 2, Puchong Financial Corporate Centre (PFCC), Jalan Puteri 1/2, Bandar Puteri, 47100 Puchong, Selangor Darul Ehsan on Thursday, 25 June 2026 at 9.30 a.m.** or any adjournment thereof, and to vote as indicated below:

RESOLUTION	DESCRIPTION OF RESOLUTION	#For	#Against
<i>Ordinary Resolution 1</i>	To approve the payment of Directors' Fees payable to the Directors of the Company and its subsidiary up to an amount of RM236,000 for the period from the date immediately after the 2 nd AGM until the next AGM of the Company to be held in 2027.		
<i>Ordinary Resolution 2</i>	To approve the payment of Directors' benefits (excluding Directors' Fees) payable to the Directors of the Company and its subsidiary up to an amount of RM17,500 for the period from the date immediately after the 2 nd AGM until the next AGM of the Company to be held in 2027.		
<i>Ordinary Resolution 3</i>	To re-elect Datuk Noripah Binti Kamso as Director of the Company.		
<i>Ordinary Resolution 4</i>	To re-elect Datin See Hui Pvnng as Director of the Company.		
<i>Ordinary Resolution 5</i>	To re-elect Mr. Ang Yoke Kee as Director of the Company.		
<i>Ordinary Resolution 6</i>	To re-appoint Messrs Crowe Malaysia PLT as Auditors of the Company and to authorise the Directors to fix their remuneration.		
<i>Ordinary Resolution 7</i>	To grant authority under Sections 75 and 76 of the Companies Act 2016 for the Directors to issue and allot shares.		

Please indicate with an "X" in the space provided whether you wish your votes to be cast for or against the resolutions. In the absence of specific direction, your proxy will vote or abstain as he/she thinks fit.

Dated this _____ day of _____ 2026.

 * Signature(s) of shareholder or Common Seal
 of corporate shareholder

*Manner of execution:

- (a) If you are an individual member, please sign where indicated.
- (b) If you are a corporate member which has a common seal, this proxy form should be executed under seal in accordance with the constitution of your corporation.
- (c) If you are a corporate member which does not have a common seal, this proxy form should be affixed with the rubber stamp of your company (if any) and executed by:
 - (i) at least two (2) authorised officers, one of whom shall be a director; or
 - (ii) any director and/or authorised officers in accordance with the laws of the country under which your corporation is incorporated.



Notes:

- (1) Pursuant to Rule 8.31A of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa Securities"), all the resolutions set out in the Notice of AGM will be put to vote by way of poll. Poll Administrator and Independent Scrutineers will be appointed to conduct the polling process and verify the results of the poll, respectively.
- (2) A member entitled to attend and vote at the 2nd AGM may appoint another person as his proxy to attend and vote in his stead. A proxy may but need not be a member of the Company. There shall be no restriction as to the qualification of the proxy. A proxy appointed to attend and vote at a meeting shall have the same rights as the member to speak at the meeting.
- (3) A member shall be entitled to appoint not more than 2 proxies to participate, speak and vote at the meeting. Where a member appoints 2 proxies, the appointment shall not be valid unless the member specifies the proportion of his shareholding to be represented by each proxy.
- (4) Where a member is an Exempt Authorised Nominee which holds shares in the Company for multiple beneficial owners in one securities account ("omnibus account") as defined under the Securities Industry (Central Depositories) Act, 1991, there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.
- (5) The proxy form shall be in writing, executed by or on behalf of the appointor or his attorney duly authorised in writing or, if the appointor is a corporation, either under seal or under the hand of an officer or attorney duly authorised.
- (6) Any authority pursuant to which such an appointment is made by a power of attorney or other authority, if any, under which it is signed or a notarially certified copy of that power or authority shall be deposited at the office of the Company's Share Registrar, Boardroom Share Registrars Sdn Bhd of 11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia not less than forty-eight (48) hours before the time for holding the 2nd AGM or adjourned 2nd AGM at which the person named in the proxy form proposes to vote, and in default the proxy form shall not be treated as valid.
- (7) The appointment of a proxy may be made in a hard copy form or by electronic means in the following manner and must be received by the Company not less than forty-eight (48) hours before the time appointed for holding the AGM or Adjourned AGM at which the person named in the appointment proposes to vote:
In hard copy form
In the case of an appointment made in hard copy form, the original proxy form must be deposited at the office of the Company's Share Registrar, Boardroom Share Registrars Sdn Bhd ("Boardroom") at 11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia.
By electronic means
Alternatively, the instrument appointing the proxy may also be lodged electronically via Boardroom Smart Investor Portal at <https://investor.boardroomlimited.com>.
- (8) For the purpose of determining who shall be entitled to attend this meeting, the Company shall be requesting Bursa Malaysia Depository Sdn Bhd to make available a Record of Depositors as at 18 June 2026 and only members whose names appear on such Record of Depositors shall be entitled to attend, speak and vote at this meeting and entitled to appoint proxy or proxies.

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AFFIX
STAMP

KHPT HOLDINGS BERHAD
[Registration No. 201901005770 (1315097-M)]

c/o Boardroom Share Registrars Sdn Bhd
11th Floor, Menara Symphony
No. 5, Jalan Prof. Khoo Kay Kim
Seksyen 13, 46200 Petaling Jaya
Selangor Darul Ehsan
Malaysia

2nd Fold Here

Fold This Flap For Sealing

<https://khpt.com.my>

KHPT HOLDINGS BERHAD

Registration No. 201901005770 (1315097-M)

Lot 2228, Jalan Kasawari, Kawasan Perusahaan Kebun Baru, Batu 9,
Kg. Kebun Baru, 42500 Telok Panglima Garang, Kuala Langat, Selangor Darul Ehsan,
Malaysia.

Tel: +603 3122 2772/2992/9929

Fax: +603 3122 2662

Email: info@khpt.com.my