



# MANFORCE GROUP BERHAD

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(Registration No. 201701014455 (1228620-V))  
(Incorporated in Malaysia under the Companies Act 2016)

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ANNUAL REPORT 2026

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(Incorporated in Malaysia under the Companies Act 2016)

No. 13-02, Jalan PJU 5/20E  
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<http://www.manforce.net>



M & A Securities Sdn Bhd ("M&A Securities"), being the Sponsor, was responsible for the admission of Manforce Group Berhad to the ACE Market of Bursa Malaysia Securities Berhad on 6 May 2026. M&A Securities assumes no responsibility for the contents of this annual report 2026.



# MANFORCE GROUP BERHAD

## LISTING CEREMONY

2026 | ACE Market of Bursa Malaysia Securities Berhad



## LAUNCH OF PROSPECTUS

2026 | ACE Market of Bursa Malaysia Securities Berhad



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# ABOUT US

**MANFORCE GROUP BERHAD** ("Manforce" or "the Company"), through its subsidiaries ("the Group"), is principally involved in the provision of foreign worker management services, manual labour services and hostel management services. The Company was successfully transferred from the LEAP Market of Bursa Malaysia Securities Berhad ("Bursa Securities") to the ACE Market of Bursa Securities on **6 May 2026**, marking a significant milestone in its corporate journey.

We are an established provider of foreign worker management services, supporting businesses across Peninsular Malaysia. Through our group of subsidiaries, we deliver integrated and compliant manpower solutions tailored to our customers' operational requirements.

Our origins date back to 2005, when our Managing Director, Dato' Wong Boon Ming, acquired Manforce Resources Sdn. Bhd., marking the beginning of our involvement in foreign worker management services. Over the years, we have steadily expanded our capabilities beyond our core services to include manual labour services and hostel management. This expansion has enabled us to support our customers across multiple aspects of workforce management while maintaining consistent service delivery and regulatory compliance. Prior to our transfer listing to the ACE Market of Bursa Securities, we were listed on the LEAP Market of Bursa Securities on 11 December 2018, marking an earlier stage in our listing journey.

Today, our Group operates through a structured corporate framework, with each subsidiary contributing specialised capabilities that collectively enhance our service offerings. Guided by our experience and industry knowledge, we continue to strengthen our service capabilities and refine our offerings to better support our customers' evolving manpower needs. We remain focused on delivering reliable, compliant, and value-driven services while upholding high standards of operational excellence.

Our capabilities are as follows:



## HUMAN RESOURCES MANAGEMENT

- Arrangement of Foreign Workers
- Recruitment & Selection
- Performance Management



## ACCOMMODATION & TRANSPORTATION

- Flight Coordination
- Transportation Arrangements
- Accommodation Placement



## ADMINISTRATION SERVICES

- Work Permit with Yearly Renewal
- FOMEMA & Insurance Coverage
- Documentation Management
- Passport Renewal



## HOSTEL MANAGEMENT

- Arrangement of Hostel
- Managing Utilities
- Facilities & Maintenance
- Act 446 Regulation Compliance



## CONSULTATION & ADVISORY

- Professional Consultation
- Ongoing Regulatory Updates
- Compliance Guidance



## WELFARE SOLUTIONS

- Medical Benefits
- Counselling
- Healthcare Needs
- Trainings



## PAYROLL MANAGEMENT

- Payroll Administration
- On-Time Salary Payment
- Overtime Calculations and Deductions



## CLEANING & MAINTENANCE

- Comprehensive General Cleaning
- Industrial Cleaning
- Facilities Maintenance

Manforce Group Berhad is committed to delivering innovative, human-centric services for both foreign and local workers, with the goal of becoming a recognised industry leader and fostering valuable partnerships

## Vision



## Mission



We strive to offer our clients the most competitive services and solutions that exceed expectations

We aim to ease the burden of recruitment by simplifying the entire process and resolving potential issues before they arise



## Core Value



### Customer

We are passionate about customer needs. Responds quickly to meet customer needs, resolve problems and generate mutually beneficial solutions



### Determination

We walk with a purpose. Everything we do is part of deliberation, long term vision and commitment. We embrace hope and drive change to pursue growth



### Responsibilities

We act as co-owners of our company. We set clear roles and responsibilities



### Integrity

We are committed to honesty in all that we do. We act ethically and professionally in all our interactions with employees, clients and the public



### Efficiency

Understands organisation's definition of success for the job, and strives to meet or exceed it. Do the right things at the first time as we value each and single opportunity



### Teamwork

We as team members actively support each other across the organisation towards our common goal. As individuals, we aspire full cooperation and total responsibility

## CORPORATE INFORMATION

### Board of Directors

**Tengku Faizwa Binti Tengku Razif**  
Independent Non-Executive  
Chairperson

**Datin Lim Gun Kiau**  
Non-Independent  
Non-Executive Director

**Dato' Wong Boon Ming**  
Managing Director

**Tan Yiing Fung**  
Independent Non-Executive  
Director

**Chin Kok Weng**  
Finance Director

**Koh Eng Siong**  
Independent Non-Executive  
Director

**Lim Chai Har**  
Independent Non-Executive  
Director

### AUDIT AND RISK MANAGEMENT COMMITTEE

**Lim Chai Har** (Chairperson)

**Tan Yiing Fung** (Member)

**Koh Eng Siong** (Member)

### REMUNERATION COMMITTEE

**Koh Eng Siong** (Chairman)

**Lim Chai Har** (Member)

**Tan Yiing Fung** (Member)

### NOMINATING COMMITTEE

**Tan Yiing Fung** (Chairperson)

**Lim Chai Har** (Member)

**Koh Eng Siong** (Member)

### COMPANY SECRETARIES

**Teo Soon Mei**  
Malaysian Institute of Chartered  
Secretaries and Administrators  
("MAICSA") 7018590  
SSM Practising Certificate No.:  
201908000235

**Lim Jia Huey**  
MAICSA 7073258  
SSM Practising Certificate No.:  
201908000929

### REGISTERED OFFICE

No. D-09-02, Level 9, EXSIM Tower,  
Millerz Square @ Old Klang Road,  
Megan Legasi,  
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58000 Kuala Lumpur,  
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F: +603-7972 8585  
Email: [info@amerits.com.my](mailto:info@amerits.com.my)

### HEAD OFFICE

No. 13-02, Jalan PJU 5/20E,  
Pusat Perdagangan  
Kota Damansara PJU 5,  
Kota Damansara, 47810 Petaling  
Jaya, Selangor.

T: +603-6142 2222  
Website: <http://www.manforce.net>  
Email: [marketing@manforce.net](mailto:marketing@manforce.net)

### SHARE REGISTRAR

Tricor Investor & Issuing House  
Services Sdn. Bhd.  
[Registration No. 197101000970  
(11324-H)]

Unit 32-01, Level 32, Tower A,  
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Kuala Lumpur.

T: +603-2783 9299  
Email: [is.enquiry@vistra.com](mailto:is.enquiry@vistra.com)

### EXTERNAL AUDITORS

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[Registration No.: 202106000004  
(LLP0026851-LCA) & AF002345]

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Email: [tgsaudit@tgs-tw.com](mailto:tgsaudit@tgs-tw.com)

### SPONSOR

M & A Securities Sdn. Bhd.  
[Registration No.:  
197301001503(15017-H)]

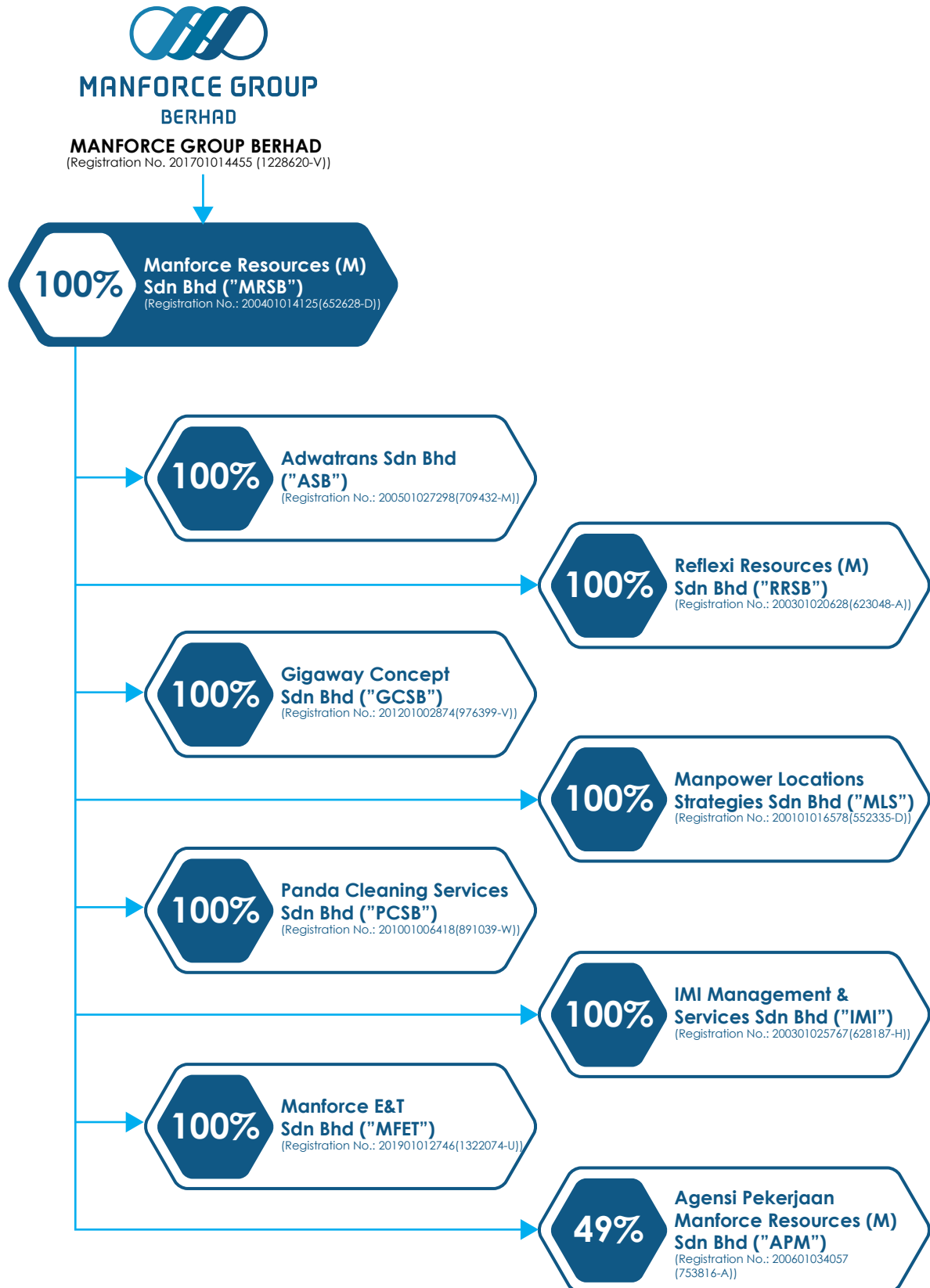
45 & 47 Levels 3 and 7,  
The Boulevard, Mid Valley City,  
Lingkar Syed Putra,  
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F: +603-2284 2718

### STOCK EXCHANGE LISTING

ACE Market of Bursa Malaysia  
Securities Berhad  
Stock Name: MFGROUP  
Code: 0450

## CORPORATE STRUCTURE



## PROFILE OF BOARD OF DIRECTORS

### TENSKU FAIZWA BINTI TENSKU RAZIF INDEPENDENT NON-EXECUTIVE CHAIRPERSON

<b>Nationality</b>	:	Malaysian
<b>Age</b>	:	46
<b>Gender</b>	:	Female
<b>Date of appointment</b>	:	18 September 2018
<b>Number of Board Meeting(s) attended</b>	:	6/6



Tengku Faizwa Binti Tengku Razif was appointed to our Board as our Independent Non-Executive Chairperson on 18 September 2018. She graduated with a Bachelor of Management (Honours) in Marketing from Universiti Sains Malaysia in 2002. Upon graduation, she began pursuing her passion in mental literacy development, where she provided team training management in local schools and organised the World Memory Championship in Kuala Lumpur on a freelance basis in 2003.

In 2004, she founded The Switch Sdn. Bhd., which specialises in providing training and consultation of personal development and human resources.

In 2010, she founded Ideaspark Sdn. Bhd., a company aimed at providing strategic thinking consultancy and training programmes to promote accelerated learning, memory skills, creativity enhancement and creative entrepreneurship, where she led the conceptualisation and management of its events and programmes. She was also the Founding President of Malaysia Young Female Entrepreneur Network, a non-government organisation aimed at encouraging young Malaysian females to pursue entrepreneurship.

Between 2010 and 2012, she was involved in promoting and organising entrepreneurship programs and training and development activities for business and entrepreneurship skills amongst young Malaysians.

Since 2018, she focuses on managing her business entities, namely Scanda Management PLT and Scanda Sky PLT, which provide management services and charter flights for tour packages, respectively.

Presently, she is the Independent Non-Executive Chairperson of KGW Group Berhad, ASM Automation Group Berhad and Kee Ming Group Berhad, all of which are companies listed on the ACE Market of Bursa Securities.

She does not have any family relationship with any of the director and/or major shareholder of our Group, nor does she have any involvement in any businesses outside of our Group that may give rise to any conflict of interest or potential conflict of interest, including the interest in any competing business with our Group.

She has not been convicted of any offences (excluding traffic offences) within the past five (5) years and has not been imposed of any public sanction or penalty by the relevant regulatory bodies during the financial year ended 28 February 2026 ("FYE 2026").

## PROFILE OF BOARD OF DIRECTORS (CONT'D)



### **DATO' WONG BOON MING** MANAGING DIRECTOR

<b>Nationality</b>	:	Malaysian
<b>Age</b>	:	63
<b>Gender</b>	:	Male
<b>Date of appointment</b>	:	18 September 2018
<b>Number of Board Meeting(s) attended</b>	:	6/6

Dato' Wong Boon Ming ("**Dato' Wong**") was appointed to our Board as Managing Director of our Group on 18 September 2018. He has been responsible for spearheading the Group's business growth since 2005 and has played a central role in providing strategic corporate direction and overseeing all business operations. He has accumulated more than 27 years of experience in the foreign worker management services market in Malaysia.

He completed his secondary education at SMK Sultan Abdul Jalil in Kluang, Johor in 1981. Following the completion of his studies, Dato' Wong assisted his family's poultry wholesale business until 1995. Subsequently, he ventured out on his own and was involved in the trading of household products in 1996, and thereafter, the recruitment of domestic helpers and foreign workers in 1999.

Dato' Wong's involvement in the provision of foreign worker management services began in 2005, through his involvement in MRSB, and he has since been driving the Group's overall strategic direction.

Apart from his involvement in the foreign worker management services market in Malaysia, he was also appointed as an Honorary Advisor for the Multi Mutual Charity Association of Kuala Lumpur and Selangor between 2012 and 2017 as well as for the Hakka Association (Kluang Branch) in 2014. In addition, he was elected as the Director of Human Resource Development Group for the Negeri Sembilan Chinese Chamber of Commerce and Industry of Malaysia in 2016.

He does not hold any directorship in other public companies and listed issuers.

He is the spouse of Datin Lim Gun Kiau, the Non-Independent Non-Executive Director and substantial shareholder of the Company. Saved as disclosed, he does not have any family relationship with any other director and/or major shareholder of our Group. He does not have any involvement in any businesses outside of our Group that give rise to any conflict of interests or potential conflict of interest, including the interest in any competing business with our Group.

He has not been convicted of any offences (excluding traffic offences) within the past five (5) years and has not been imposed of any public sanction or penalty by the relevant regulatory bodies during the FYE 2026.

## PROFILE OF BOARD OF DIRECTORS (CONT'D)

### CHIN KOK WENG FINANCE DIRECTOR

<b>Nationality</b>	:	Malaysian
<b>Age</b>	:	54
<b>Gender</b>	:	Male
<b>Date of appointment</b>	:	18 September 2018
<b>Number of Board Meeting(s) attended</b>	:	6/6



Chin Kok Weng was appointed to our Board on 18 September 2018 as an Executive Director and was redesignated as Finance Director on 17 July 2025. He is responsible for our Group's overall financial strategy, including corporate finance, financial planning, risk management, investor relations and corporate communications.

He has approximately 28 years of working experience in the accounting and finance field. In 1997, he obtained his professional accounting qualification from the Association of Chartered Certified Accountants of United Kingdom. He has been a member of the Association of Chartered Certified Accountants since 2000 and a registered member of the Malaysian Institute of Accountants ("MIA") since 2004.

In 1997, he started his career at Horwath Mok & Poon as an Audit Assistant and was later promoted to Audit Senior in 2000. During his tenure, he was involved in the planning, execution and finalisation of various audit assignments for private and public listed companies.

He left Horwath Mok & Poon in 2005 and joined Inimage Sdn. Bhd. as a Finance Manager managing all matters related to accounts, finance and taxation. In 2011, he left Inimage Sdn. Bhd. to join QC Marketing Sdn. Bhd. as a Finance Manager, where he was responsible for overseeing the company's treasury and accounting operations.

He left QC Marketing Sdn. Bhd. and joined our Group in 2012 as a Personal Assistant to our Managing Director, focusing on providing advice in the area of finance and overseeing our Group's operational matters. In 2016, he was promoted to Chief Financial Officer, where he oversees our Group's accounting and financial matters. Subsequently, he was appointed as our Executive Director in 2018 and was redesignated as Finance Director in 2025, cementing his integral role in the organisation's leadership team.

He does not hold any directorship in other public companies and listed issuers.

He also does not have any family relationship with any director and/or major shareholder of our Group nor does any of his involvement in any businesses outside of our Group give rise to any conflict of interests or potential conflict of interest, including the interest in any competing business with our Group.

He has not been convicted of any offences (excluding traffic offences) within the past five (5) years and has not been imposed of any public sanction or penalty by the relevant regulatory bodies during the FYE 2026.

## PROFILE OF BOARD OF DIRECTORS (CONT'D)



### **DATIN LIM GUN KIAU** NON-INDEPENDENT NON-EXECUTIVE DIRECTOR

<b>Nationality</b>	:	Malaysian
<b>Age</b>	:	63
<b>Gender</b>	:	Female
<b>Date of appointment</b>	:	18 September 2018
<b>Number of Board Meeting(s) attended</b>	:	6/6

Datin Lim Gun Kiau ("**Datin' Lim**") was appointed to our Board as a Non-Independent Non-Executive Director on 18 September 2018.

She completed her secondary education at SMK Sultan Abdul Jalil in Kluang, Johor in 1979. Afterwards, she started her career at Dato' Wong's family poultry wholesale business. She was responsible for the procurement and delivery of poultry. In 2005, she assisted Dato' Wong in managing the day-to-day operations of MRSB. In 2007, she acquired 10.0% equity interest in MRSB and she was appointed as the Non-Executive Director of MRSB during the same year.

She does not hold any directorship in other public companies and listed issuers.

She is the spouse of Dato' Wong, the Managing Director and substantial shareholder of the Company. Save as disclosed, she does not have any family relationship with any director and/or major shareholder of our Group nor does any of her involvement in any businesses outside of our Group give rise to any conflict of interests or potential conflict of interest, including the interest in any competing business with our Group.

She has not been convicted of any offences (excluding traffic offences) within the past five (5) years and has not been imposed of any public sanction or penalty by the relevant regulatory bodies during the FYE 2026.

## PROFILE OF BOARD OF DIRECTORS (CONT'D)

### TAN YIING FUNG INDEPENDENT NON-EXECUTIVE DIRECTOR

<b>Nationality</b>	:	Malaysian
<b>Age</b>	:	38
<b>Gender</b>	:	Female
<b>Date of appointment</b>	:	7 March 2025
<b>Number of Board Meeting(s) attended</b>	:	6/6



Tan Yiing Fung was appointed to our Board as an Independent Non-Executive Director on 7 March 2025. She is the Chairperson of Nominating Committee ("**NC**") and a member of Audit and Risk Management Committee ("**ARMC**") and Remuneration Committee ("**RC**").

She graduated with Bachelor of Laws (Honours) from the University of Leeds in 2010 and was called to the Malaysia Bar and admitted as an Advocate and Solicitor of the High Court of Malaya in 2012.

She then began her career at Messrs. Teh & Lee as an Associate in 2012, where her areas of practice consist of corporate and commercial laws where, engaging in equity and debt transactions such as mergers and acquisitions, joint ventures, corporate restructuring, takeovers as well as private debt securities, corporate loans and private fund transactions.

In 2021, she left Messrs. Teh & Lee and joined Messrs. CY Poon & CM Lim as a Partner. She oversees the operations of the firm's branch office in Kuala Lumpur, and her main areas of practice consists of corporate, conveyancing and banking specialising in equity and debt capital market and advising on setting up of venture capital funds.

Currently, she is also the Independent Non-Executive Director of West River Berhad, Aldrich Resources Berhad, Malaysian Genomics Resource Centre Berhad and Camaroe Berhad, all of which are companies listed on the ACE Market of Bursa Securities. Saved as disclosed, she does not hold any other directorship in public companies and listed issuers.

She does not have any family relationships with any director and/or major shareholder of our Group, nor does her involvement in any businesses outside of our Group give rise to any conflict of interest or potential conflict of interest, including the interest in any competing business with our Group.

She has not been convicted of any offences (excluding traffic offences) within the past five (5) years and has not been imposed of any public sanction or penalty by the relevant regulatory bodies during the FYE 2026.

## PROFILE OF BOARD OF DIRECTORS (CONT'D)



### KOH ENG SIONG INDEPENDENT NON-EXECUTIVE DIRECTOR

<b>Nationality</b>	:	Malaysian
<b>Age</b>	:	72
<b>Gender</b>	:	Male
<b>Date of appointment</b>	:	15 July 2025
<b>Number of Board Meeting(s) attended</b>	:	3/3

Koh Eng Siong was appointed to our Board as an Independent Non-Executive Director on 15 July 2025. He is the Chairman of RC and a member of ARMC and NC.

In 1976, he graduated with a Bachelor of Science (BSc) in Physics from Nanyang University, Singapore. In the same year, he began his career as a Process Engineer at Toshiba Electronics (M) Sdn. Bhd. and left in 1979. In 1981, he completed a Master of Science (MSc) in Industrial Engineering and Production Management from Cranfield University, England (formerly known as Cranfield Institute of Technology).

From 1981 to 1989, he served as Operations Manager at Kayel Retreads Sdn. Bhd., where he oversees its manufacturing operations. In 1989, he ventured into entrepreneurship by acquiring Fame Lines Sdn. Bhd. as General Manager until 1993. He remained a shareholder of Fame Lines Sdn. Bhd. until its dissolution in 2019.

From 1993 until 1996, he was the General Manager of Talam Transform Berhad (formerly known as Talam Group Berhad), where he was responsible for its manufacturing division. In 1996, he joined Akoko Sdn. Bhd. as General Manager to manage overall company's operations. In 1998, he served as the director of Vista Cycle Sdn. Bhd. and resigned in 1999. In 1999, he served as General Manager of Acsan Steel Service Centre Sdn. Bhd. to initiate plant setup of the company and left the company once the plant setup is completed.

In 2000, he served as General Manager of Malaysia Galvanised Iron Works Sdn. Bhd. to oversee the plant operations of the company and left in the same year. He joined Superlon Worldwide Sdn. Bhd. as General Manager from 2000 until 2008 to ensure company's operational growth. In 2008, he incorporated Kikomas Lighting Sdn. Bhd. and served as Chief Executive Officer until its dissolution in 2017.

From 2012 to 2017, he worked as a Lead Auditor with Intertek Certification International Sdn. Bhd., where he conducted International Organisation for Standardisation ("ISO") audits for various industries. Since 2017 until 2024, he has been actively engaged as a Business Coach on a freelance basis with Vistage Malaysia Sdn. Bhd.

He does not hold any directorship in other public companies and listed issuers.

He also does not have any family relationships with any director and/or major shareholder of our Group, nor does his involvement in any businesses outside of our Group give rise to any conflicts of interest or potential conflict of interest, including the interest in any competing business with our Group.

He has not been convicted of any offences (excluding traffic offences) within the past five (5) years and has not been imposed of any public sanction or penalty by the relevant regulatory bodies during the FYE 2026.

## PROFILE OF BOARD OF DIRECTORS (CONT'D)

### LIM CHAI HAR INDEPENDENT NON-EXECUTIVE DIRECTOR

<b>Nationality</b>	:	Malaysian
<b>Age</b>	:	47
<b>Gender</b>	:	Female
<b>Date of appointment</b>	:	15 July 2025
<b>Number of Board Meeting(s) attended</b>	:	3/3



Lim Chai Har was appointed to our Board as an Independent Non-Executive Director to our Board on 15 July 2025. She is the Chairperson of ARMC and a member of NC and RC.

She is a member of the MIA since 2005, a Licensed Secretary registered with the Companies Commission of Malaysia since 2009, and an Associate Member of the Chartered Tax Institute of Malaysia since 2022.

In 2001, she began her career with Ernst & Young as a Junior Auditor and she left the company as Senior Manager in 2009.

In 2009, she served as an outsourced accountant for Harshita Holdings Sdn. Bhd., where she was involved in the financial reporting of a restaurant business. In 2012, she became the director and shareholder of MLC Corporate Services Sdn. Bhd., where she provided outsourced accounting and corporate secretarial services.

In 2017, she co-founded Comprox Advisory Sdn. Bhd., where she was involved in the provision of outsourced accounting and secretarial services. In 2024, she became the director and shareholder of Sync Corporate Services Sdn. Bhd., where she provides secretarial, business management, and consultancy services.

She is currently also an Independent Non-Executive Director of Kamdar Group (M) Berhad, a company listed on the Main Market of Bursa Securities. Save as disclosed, she does not hold any other directorship in public companies and listed issuers.

She does not have any family relationships with any director and/or major shareholder of our Group, nor does her involvement in any businesses outside of our Group give rise to any conflict of interest or potential conflict of interest, including the interest in any competing business with our Group.

She has not been convicted of any offences (excluding traffic offences) within the past five (5) years and has not been imposed of any public sanction or penalty by the relevant regulatory bodies during the FYE 2026.

## PROFILE OF KEY SENIOR MANAGEMENT



### LIM KET KEONG CHIEF OPERATION OFFICER

**Nationality** : Malaysian  
**Gender** : Male

Lim Ket Keong, a Malaysian male, 52 years old, is our Chief Operation Officer, and has garnered over 25 years of experience in operations management, strategic planning, and business development.

He graduated from Universiti Putra Malaysia with a Bachelor of Economics in 1999 and began his career as a Marketing Executive at Malaya Acid Works Sdn. Bhd., and was later promoted to Assistant Sales Manager before leaving in 2004. In 2004, he acquired MRSB and served as director. He disposed of his interest in MRSB to Dato' Wong and Datin Lim in 2005 and 2007 respectively. Subsequently, he was redesignated as General Manager of our Group, where he spearheaded organisational development, as well as establishing and monitoring company objectives until 2009.

He then served as the director of IMI Services Sdn. Bhd. and as General Manager from 2010 to 2012, mainly responsible for management of foreign workers and ensuring regulatory compliance. In 2012, he was appointed as the director of IMI Supplies Sdn. Bhd., where he held a passive role before resigning and disposing of his interest in 2025. On 1 December 2020, he was appointed as the Chief Operation Officer of our Group, where he was responsible for overseeing the performance of executives and overall company operations.

Lim Ket Keong is the sibling of Datin Lim, brother-in-law of Dato' Wong, both of whom are Directors and substantial shareholders of the Company. Apart from the relationship as disclosed, he does not have any family relationship with any director and/or major shareholder of our Group, nor does any of his involvement in any businesses outside of our Group give rise to any conflict of interest or potential conflict of interest, including the interest in any competing business with our Group.

He does not hold any other directorship in public companies and listed issuers. Additionally, he has not been convicted of any offences (excluding traffic offences) within the past five (5) years and has not been imposed of any public sanction or penalty by the relevant regulatory bodies during the FYE 2026.

## PROFILE OF KEY SENIOR MANAGEMENT (CONT'D)

### WONG CHEN AN HEAD OF SALES AND MARKETING

**Nationality** : Malaysian  
**Gender** : Male



Wong Chen An, a Malaysian male, 35 years old, is our Head of Sales and Marketing. He is primarily responsible for driving sales strategies, expanding customer base, and increasing market coverage in the foreign workers management industry.

He has more than 15 years of experience in the sales and marketing field. In 2009, he obtained his Certificate of Foundation in Business from Taylor's College, Kuala Lumpur and a Masters in Business Administration from University of Gloucestershire in 2020.

In 2009, he started his career in Secure Corporate Services Sdn. Bhd. as a Sales Agent and was promoted to Senior Group Sales Manager in 2010, handling Takaful insurance products sales agents training. In 2011, he joined HRO Vision Sdn. Bhd. as a Sales Leader before he was appointed as the Head of Sales and Marketing of our Group on 1 March 2012, a position he has held since then.

Wong Chen An is the son of Dato' Wong and Datin Lim, both are the Directors and substantial shareholders of the Company. Apart from the relationship as disclosed, he does not have any family relationship with any director and/or major shareholder of our Group nor does any of his involvements in any businesses outside of our Group give rise to any conflict of interests or potential conflict of interest, including the interest in any competing business with our Group.

He does not hold any other directorship in public companies and listed issuers. Additionally, he has not been convicted of any offences (excluding traffic offences) within the past five (5) years and has not been imposed of any public sanction or penalty by the relevant regulatory bodies during the FYE 2026.

## PROFILE OF KEY SENIOR MANAGEMENT (CONT'D)



### NG CHEE KIONG HEAD OF RECRUITMENT AND ADMINISTRATION

**Nationality** : Malaysian  
**Gender** : Male

Ng Chee Kiong, a Malaysian male, 40 years old, is our Head of Recruitment and Administration. He is responsible for overseeing foreign workers recruitment process and liaising with our overseas business partners in sourcing and matching of suitable candidates with the relevant job requirements and description.

He obtained his Diploma in Business Studies (Marketing) from Tunku Abdul Rahman College in 2007. In 2008, he began his career at Base-wel Industrial Supplier Sdn. Bhd. as a Logistics Officer before joined Secure Corporate Services Sdn. Bhd. as a Sales Agent. He was involved in the sales of insurance products and provided after-sales support services.

In 2011, he was attached to MNC Hardware Trading Sdn. Bhd. as a Sales Executive where he was responsible for providing customer support services and managing the company's incoming inventories. In the same year, he rejoined Base-wel Industrial Supplier Sdn. Bhd. as a Sales Executive. He was in charge of the sales of industrial machinery and spare parts as well as tendering for projects for the company. In 2015, he joined our Group as an Overseas Operations Executive where he was involved in the sourcing of overseas business partners. In 2017, he was promoted to Head of Overseas and Outsourcing and was redesignated to Head of Recruitment and Administration on 1 January 2025.

Ng Chee Kiong is the son-in-law of Dato' Wong and Datin Lim, both are the Directors and substantial shareholders of the Company. Apart from the relationship as disclosed, he does not have any family relationship with any director and/or major shareholder of our Group nor does any of his involvement in any businesses outside of our Group give rise to any conflict of interests or potential conflict of interest, including the interest in any competing business with our Group.

He does not hold any other directorship in public companies and listed issuers. Additionally, he has not been convicted of any offences (excluding traffic offences) within the past five (5) years and has not been imposed of any public sanction or penalty by the relevant regulatory bodies during the FYE 2026.

## PROFILE OF KEY SENIOR MANAGEMENT (CONT'D)

### WONG CHEW LI HEAD OF ACCOUNT

**Nationality** : Malaysian  
**Gender** : Female



Wong Chew Li, a Malaysian female, 40 years old, is our Head of Account. She is responsible for overseeing the Group's accounting operations, financial reporting, and compliance with regulatory requirements, as well as leading financial process improvements and team development, supporting the Finance Director in executing our Group's financial strategy.

She holds a Diploma in Business Studies – Accounting from Tunku Abdul Rahman University College in 2006 and later obtained a Bachelor of Arts in Accounting and Finance from the University of Greenwich in 2010. In 2011, she started her career with our Group as a Finance Executive, where she gained hands-on experience in accounting tasks. She was promoted to Senior Finance Executive in 2013 and was responsible for preparing financial statements, managing financial records, and ensuring compliance with accounting standards.

In 2016, she was redesignated to Senior Account Executive and was responsible for handling account reconciliations, monitoring financial data accuracy, and supporting the preparation of management reports for our Group. Subsequently, she was promoted to Assistant Account Manager in 2018, where she took on greater responsibility for financial reporting and treasury operations. On 1 January 2022, she was appointed as the Head of Account of our Group, a role in which she led the preparation of consolidated financial statements, managed external audits, and ensured compliance with financial reporting requirements.

Wong Chew Li is the daughter of Dato' Wong and Datin Lim, both are the Directors and substantial shareholders of the Company. Apart from the relationship as disclosed, she does not have any family relationship with any director and/or major shareholder of our Group nor does any of her involvement in any businesses outside of our Group give rise to any conflict of interests or potential conflict of interest, including the interest in any competing business with our Group.

She does not hold any other directorship in public companies and listed issuers. Additionally, she has not been convicted of any offences (excluding traffic offences) within the past five (5) years and has not been imposed of any public sanction or penalty by the relevant regulatory bodies during the FYE 2026.

## PROFILE OF KEY SENIOR MANAGEMENT (CONT'D)



### LOH SIAU VUN HEAD OF HUMAN RESOURCES

**Nationality** : Malaysian  
**Gender** : Female

Loh Siau Yun, a Malaysian female, 46 years old, is our Head of Human Resources. With more than 15 years of experience across various industries, she brings extensive expertise in human resource management, payroll operations, recruitment, and employee relations to her role.

She graduated from Syuen College in 2001 with a Diploma in Hotel and Catering Management and began her career in 2001 in the service industry, holding various roles in hospitality. In 2006, she joined to True Love Signature Sdn. Bhd., where she focused on sales and customer service.

In 2010, she left and became a Human Resource and Admin Officer at Hillcity Hotel Management Sdn. Bhd., where she managed payroll, recruitment, and employee attendance. She was later promoted to Assistant Human Resource Manager at Kinta Riverfront Hotel & Suite Sdn. Bhd. in 2012.

In 2013, she joined BP Healthcare group as a Human Resource Officer and was subsequently promoted to Senior Human Resource Executive in 2017. She led the human resource operations for the group, managing payroll for over 800 employees, overseeing system migrations, and coordinating with government bodies and auditors.

In 2019, she joined our Group as the Assistant Manager, Human Resource and Admin, and is responsible for overseeing our Group's human resource strategy, including payroll management, recruitment, compliance, employee engagement, and professional development. She was appointed as the Head of Human Resources on 1 January 2025.

Loh Siau Yun does not have any family relationships with any directors or major shareholder of our Group, nor does she have any business involvement that could give rise to a conflict of interest or potential conflict of interest, including the interest in any competing business with our Group.

She does not hold any other directorship in public companies and listed issuers. Additionally, she has not been convicted of any offences (excluding traffic offences) within the past five (5) years and has not been imposed of any public sanction or penalty by the relevant regulatory bodies during the FYE 2026.

## FINANCIAL HIGHLIGHTS

### FINANCIAL PERFORMANCE

	FYE 2026	FYE 2025	FYE 2024	FYE 2023
	RM'000	RM'000	RM'000	RM'000
Revenue	174,918	181,093	145,450	83,737
Gross Profit ("GP")	26,130	29,271	21,450	12,595
Profit before tax ("PBT")	9,990	13,580	8,646	2,729
Profit after tax ("PAT")	7,876	10,194	5,872	2,388

### FINANCIAL POSITIONS

	As at 28 February 2026	As at 28 February 2025	As at 29 February 2024	As at 28 February 2023
	RM'000	RM'000	RM'000	RM'000
Total assets	72,308	67,781	57,497	49,753
Total liabilities	27,356	30,706	30,623	28,750
Total equity	44,952	37,075	26,875	21,003
Cash and bank balances	10,971	10,158	6,562	5,079

### FINANCIAL RATIOS

	FYE 2026	FYE 2025	FYE 2024	FYE 2023
GP margin (%)	14.9	16.2	14.7	15.0
PAT margin (%)	4.5	5.6	4.0	2.9
Basic and diluted earnings per share (sen) <sup>(1)</sup>	2.0	2.5	1.5	0.6
Current ratio (times)	2.7	2.4	2.1	1.8
Gearing ratio (times)	0.3	0.4	0.7	0.8
Net asset ("NA") per share (sen) <sup>(2)</sup>	11.2	9.3	6.7	5.3

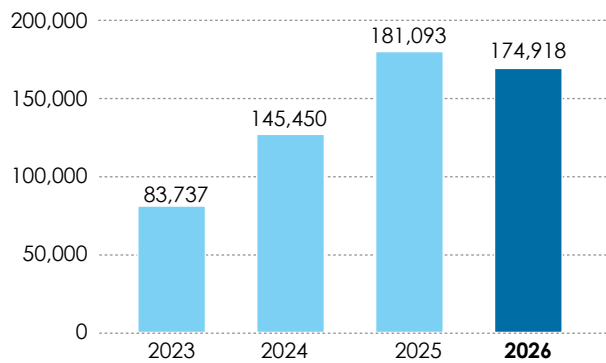
#### Notes:

<sup>(1)</sup> Calculated based on PAT over enlarged share capital of 399,978,580 shares.

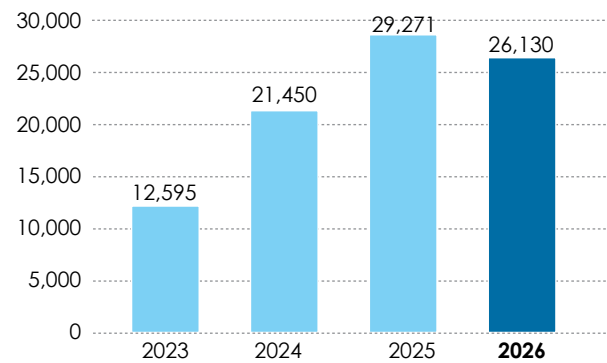
<sup>(2)</sup> Calculated based on total equity over the issued share capital of 399,978,580 shares.

## FINANCIAL HIGHLIGHTS (CONT'D)

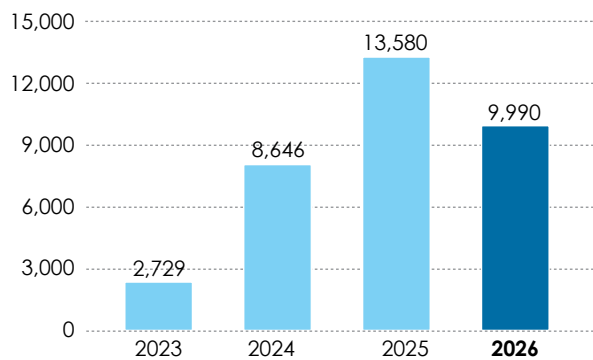
### Revenue (RM'000)



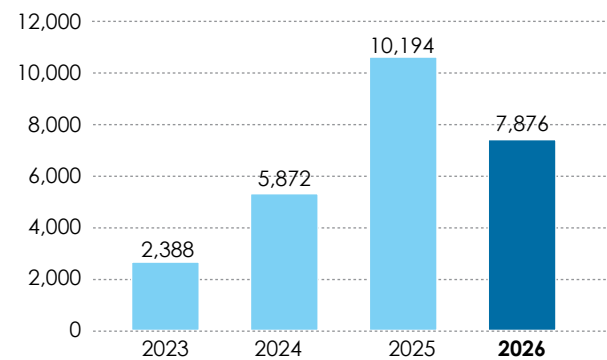
### GP (RM'000)



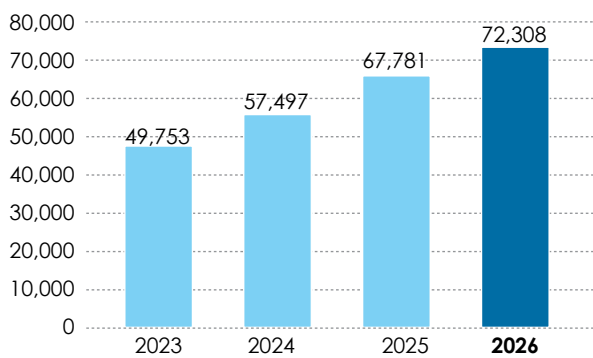
### PBT (RM'000)



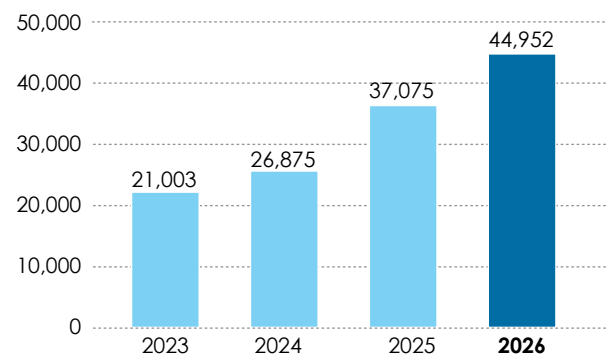
### PAT (RM'000)



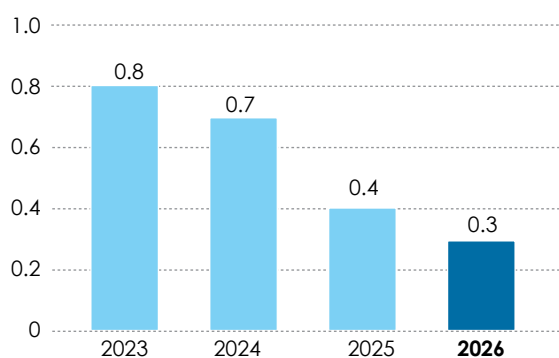
### Total assets (RM'000)



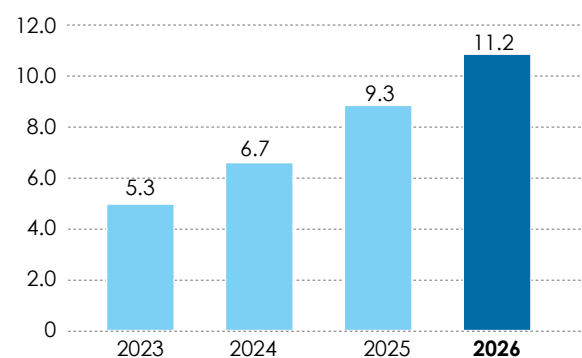
### Total equity (RM'000)



### Gearing ratio (times)



### NA per share (sen)



## CHAIRPERSON'S STATEMENT

### *Dear Esteemed Shareholders,*

On behalf of the Board of Directors of Manforce Group Berhad, I am delighted to present to you our Annual Report 2026 and the Audited Financial Statements for the financial year ended 28 February 2026.

We have reached a defining milestone for the Group with our successful transfer of listing from the LEAP Market of Bursa Securities to the ACE Market of Bursa Securities on 6 May 2026. Having been listed on the LEAP Market of Bursa Securities since 2018, this transfer reflects our sustained growth, strengthened financial performance, and readiness to engage a broader and more diverse investor base.

We are also proud to be a public listed company providing comprehensive workforce management services across sectors including retail, healthcare, manufacturing, and construction. Our integrated services support businesses in sourcing, deploying, and managing foreign workers, ensuring the right talent is matched to the right roles in an efficient and compliant manner. Backed by our industry experience and integrated service offerings, we play a critical role in helping customers to address workforce challenges, improve operational efficiency, and sustain business growth in an increasingly competitive environment.



▶ **Tengku Faizwa Binti Tengku Razif**  
INDEPENDENT NON-EXECUTIVE CHAIRPERSON



**Our Initial Public Offering ("IPO") was met with strong investor interest, achieving an oversubscription rate of 2.07 times. We have successfully raised RM30.40 million through the issuance of 79,996,000 new ordinary shares at RM0.38 per share.**

The proceeds raised through the IPO will enable us to capitalise on the growing demand for workforce solutions by recruiting an additional 5,000 foreign workers under our customers' recruitment quotas and 1,000 foreign workers under our own quotas. In parallel, we are investing in the development of integrated digital solutions to enhance our operational efficiency, improve communications, data analytics and customer engagement.

The proceeds will also allow us to expand our hostel management services into the management of Centralised Labour Quarters ("CLQs"), purpose-built accommodations for foreign workers. This initiative is expected to contribute positively to our revenue, while promoting our efforts to enhance the well-being of foreign workers through better-managed and more structured housing facilities.

CHAIRPERSON'S STATEMENT  
(CONT'D)

### Our Financial Performance

Despite a challenging operating environment, our Group demonstrated resilience by recording revenue of RM174.92 million in FYE 2026 compared with RM181.09 million in FYE 2025. Our foreign worker management services and manual labour services continued to be our principal revenue contributors, collectively accounting for approximately 99% of total revenue. The decline in revenue was primarily attributable to a lower number of foreign workers managed during the financial year. This was mainly due to the completion and non-renewal of employment contracts of workers for certain key customers, coupled with the absence of new foreign worker arrivals following the deadline for entry into Peninsular Malaysia on 31 May 2024. These factors resulted in a reduction in the number of workers under our management during the year.

Our GP declined by 10.7%, from RM29.27 million in FYE 2025 to RM26.13 million in FYE 2026, while GP margin moderated from 16.2% to 14.9%. This was mainly attributable to the lower contribution from our foreign worker management services as well as increased direct labour costs, including wages and statutory contributions. While these developments impacted our financial performance during the year, we remain confident in the long-term fundamentals of our business. We will continue to strengthen our operational capabilities, enhance cost efficiency, and pursue sustainable growth opportunities to create long-term value for our shareholders.

### CORPORATE GOVERNANCE AND SUSTAINABILITY

We are committed to upholding robust governance practices across all aspects of our business, supported by policies, such as our Anti-Bribery and Corruption Policy, Whistle-blowing Policy, Sustainability Policy and frameworks such as our Risk Management framework. These reflects our commitment to integrity, responsible decision-making, and sustainable value creation.

In conjunction with our successful transfer of listing to the ACE Market of Bursa Securities on 6 May 2026, we are continuously strengthening and refining our governance practices to align with evolving regulatory expectations and best practices. This ongoing commitment underscores our dedication to maintaining high standards of corporate conduct as we grow and mature as a publicly listed entity.

We are also committed to strengthening our participation in Environmental, Social, and Governance ("ESG") initiatives and continue to explore opportunities to enhance our sustainability practices. For further information on our sustainability practices, please refer to our Sustainability Statement at page 30.

## CHAIRPERSON'S STATEMENT (CONT'D)



### OUTLOOK

The foreign worker management service market is expected to register steady growth, underpinned by sustained demand for foreign workers across key economic sectors such as manufacturing, services, and construction. This demand continues to be supported by structural factors, including an increasingly educated local workforce, resulting in the reliance on foreign workers for labour-intensive roles, and Malaysia's relatively stronger economic position compared to the countries where the foreign workers are recruited from, known as source countries. In addition, the growing development of CLQs is expected to further support the management and accommodation of foreign workers, thereby reinforcing industry growth.

On the other hand, we remain vigilant in navigating potential uncertainties arising from changes in regulatory policies, adjustments to labour framework, as well as external geopolitical developments in source countries, which may affect labour supply dynamics.

Domestically, government initiatives to encourage local employment and gradually reduce reliance on foreign labour may present potential headwinds over the longer term. However, Malaysia continues to face structural labour shortages in "dirty, dangerous, and difficult" jobs, where foreign workers remain essential to sustaining economic activity. As such, we are optimistic that the number of registered foreign workers is expected to continue its gradual growth, thereby supporting sustained demand for workforce management services.

### ACKNOWLEDGEMENTS

On behalf of the Board, I would like to express our sincere appreciation to our shareholders, fellow Board members, management team, and employees for their continued support and dedication, which have been instrumental to our Group's successful transfer of listing from the LEAP Market of Bursa Securities to the ACE Market of Bursa Securities. This milestone reflects our collective efforts in establishing a structured and compliant workforce management platform.

We also extend our gratitude to our stakeholders, including our valued customers, suppliers, business associates, advisers and bankers, for their continued trust and support in our business and services.

Moving forward, our Group remains committed to strengthening its position in the foreign worker management sector by supporting customers in managing their workforce requirements in a structured and compliant manner.

**Tengku Faizwa Binti Tengku Razif**  
INDEPENDENT NON-EXECUTIVE CHAIRPERSON

## MANAGEMENT DISCUSSION AND ANALYSIS

### BUSINESS AND OPERATIONAL OVERVIEW

Manforce Group Berhad is primarily engaged in providing foreign worker management, manual labour, and hostel management services in Peninsular Malaysia. We commenced our business operations in 2005 and have since then managed foreign workers who are employed under the manufacturing, services, and construction sectors; while our customers operate across various industries, primarily food and beverage, retail, consumer goods, healthcare, property, and construction.



- **Foreign worker management services**

We provide foreign worker management services, which include the management of human resource, payroll, administrative support, training, welfare and immigration related solutions for foreign workers employed by our customers under their respective foreign workers recruitment quota.

These services support the foreign workers throughout their employment period, from their arrival in Malaysia to the renewal and extension of their work permits. Our services include arranging accommodation, transportation and medical examinations, managing payroll administration, providing basic training and welfare support, and advising customers on immigration and regulatory requirements. Where applicable under the service arrangement, we may also advance certain costs on behalf of our customers, such as foreign worker levies, Skim Kemasukan Hospital dan Pembedahan Pekerja Asing ("**SKHPPA**"), Foreign Workers Medical Examination Monitoring Agency ("**FOMEMA**") and insurance fees. These amounts are subsequently recovered through our monthly service fees charged to our customers, without any interest or markup.

## MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

### • Manual labour services

We provide manual labour services by utilising local workers and foreign workers employed under our Group's own recruitment quota, to undertake cleaning, sanitising, manufacturing and construction-related activities.

Our cleaning and sanitising services, provided to industrial and commercial customers on a contract basis of a minimum of one year, mainly include high-rise facade and internal cleaning, initial and post-construction cleaning, and the cleaning of outdoor areas and facilities. We also supply manual labour for manufacturing-related activities, typically on a contract basis of a minimum of one year, as well as for construction activities, which are carried out in accordance with the timeline of the relevant project.

### • Hostel management services

We provide hostel management services to our customers to support the welfare of their foreign workers in Peninsular Malaysia. We identify and arrange suitable accommodation in accordance with our customers' requirements, while also overseeing hostel maintenance and repairs, utilities management, and security.

Our responsibilities include conducting hostel inspections, settling utility bills, reporting damage, and notifying our customers of any issues identified within the hostels. Our service team facilitates minor repairs of items, including but not limited to toilets, sink pipes, wall sockets, bedframes, window frames and doors. Where necessary, we also engage licensed security service providers to place security personnel at designated checkpoints to ensure the safety of residents. All hostels are provided with basic furniture, facilities and amenities, such as kitchenware, beds, laundry, lockers and security personnel.

### • Investment holding and other business activities

Our Group also provides a range of other services, comprising one-off recruitment services, remittance services and the sale of general insurance products. Under our one-off recruitment services, we assist customers with the recruitment of foreign workers, including preparing applications, coordinating interviews and facilitating appointments with the relevant authorities. For remittance services, we act as a referrer under a referral arrangement with a third-party licensed money services company, earning a commission on each remittance transaction. As foreign workers in Malaysia are required to be insured, we also offer general insurance products, earning a commission on the policies sold, which include foreign workers' insurance guarantee and SKHPPA insurance. In addition, as an investment holding company, we receive dividend income from our investments in quoted equity securities.

## FINANCIAL PERFORMANCE REVIEW

### Statements of profit or loss

	FYE 2026 RM'000	FYE 2025 RM'000	Variance	
			RM'000	%
Revenue	174,918	181,093	(6,175)	(3.4)
GP	26,130	29,271	(3,141)	(10.7)
PBT	9,990	13,580	(3,590)	(26.4)
PAT	7,876	10,194	(2,318)	(22.7)
GP margin (%)	14.9	16.2		(1.3)
PBT margin (%)	5.7	7.5		(1.8)
PAT margin (%)	4.5	5.6		(1.1)

## MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

### Revenue

Our Group recorded a revenue of RM174.92 million in FYE 2026, representing a decrease of 3.4% or RM6.18 million as compared to the RM181.09 million achieved in FYE 2025. Both foreign worker management services and manual labour services were our Group's revenue contributor, that contributed to approximately 99% (FYE 2025: 99%) respectively. The decrease in the Group's revenue was mainly due to the following:

- (i) The reduction in the total number of workers managed during the year under review for our foreign workers management services, for certain key customers with the completion of non-renewal on the employment contract of the workers; and
- (ii) The deadline for the entry of foreign workers in Peninsular Malaysia was on 31 May 2024, as such there were no new arrival of foreign workers from the second half of 2024 onwards which contributed to the decrease in number of foreign workers in FYE 2026.

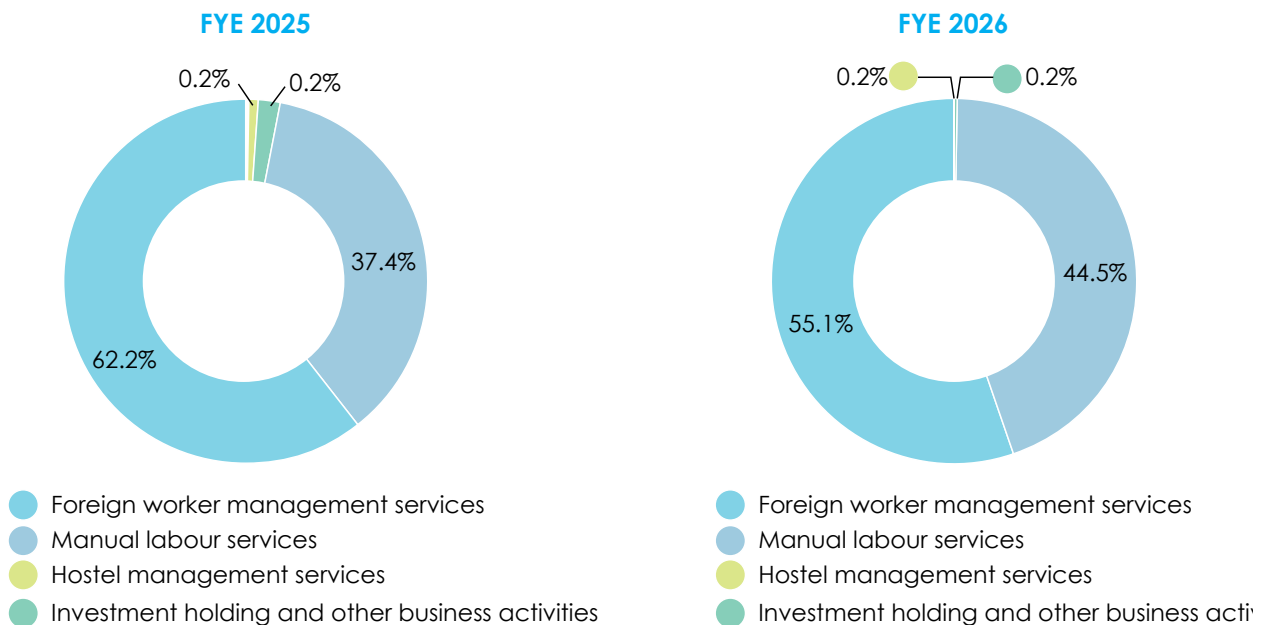
### GP and GP margin

Our GP decreased by 10.7% from RM29.27 million in FYE 2025 to RM26.13 million in FYE 2026. This was mainly due to lower contribution from the foreign worker management services segment, as well as increased cost pressures across operations.

Accordingly, our GP margin decreased by 1.3%, from 16.2% in FYE 2025 to 14.9% in FYE 2026, mainly due to the following:

- (i) lower margin contribution from the foreign worker management segment; and
- (ii) higher direct labour costs, including wages and statutory contribution

### Revenue breakdown by business segment



## MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

### FINANCIAL POSITION AND LIQUIDITY REVIEW

#### Statements of financial position

	As at 28 February		Variance	
	2026 RM'000	2025 RM'000	RM'000	%
Non-current assets	8,815	8,331	484	5.8
Current assets	63,493	59,450	4,043	6.8
<b>Total assets</b>	<b>72,308</b>	<b>67,781</b>	<b>4,527</b>	<b>6.7</b>
Non-current liabilities	3,925	6,058	(2,133)	(35.2)
Current liabilities	23,431	24,648	(1,217)	(4.9)
<b>Total liabilities</b>	<b>27,356</b>	<b>30,706</b>	<b>(3,350)</b>	<b>(10.9)</b>
Net assets	44,952	37,075	7,877	21.2
NA per share (sen)	11.2	9.3	1.9	20.4
Current ratio (times)	2.7	2.4	0.3	12.5
Gearing ratio (times)	0.3	0.4	(0.1)	(25.0)

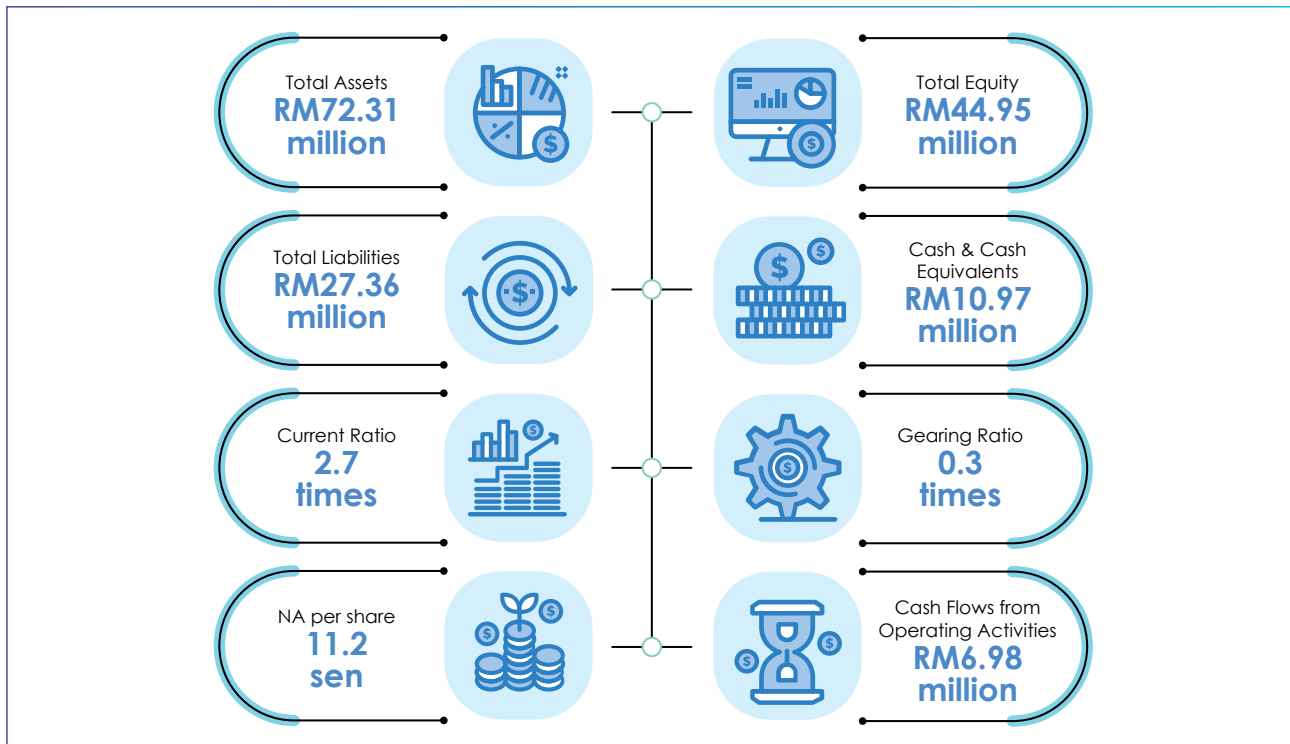
Our Group's total assets increased by 6.7% or RM4.53 million from RM67.78 million as at 28 February 2025 to RM72.31 million as at 28 February 2026. This increase was mainly due to the following:

- (i) increase in fixed deposits with licensed banks, which are pledged as security for banking facilities and earn interest ranging from 2.05% to 3.45% as at 28 February 2026; and
- (ii) higher trade and other receivables by 8.48% from RM32.47 million to RM35.22 million as at 28 February 2026.

Our Group's total liabilities decreased by 10.9% or RM3.35 million, from RM30.71 million as at 28 February 2025 to RM27.36 million as at 28 February 2026. This decrease was mainly due to decrease in loans and borrowings as well as hire purchase during the financial year. As a result, our Group's gearing ratio decreased from 0.4 times as at 28 February 2025 to 0.3 times as at 28 February 2026. Total borrowings decreased by 19.4% from RM13.98 million to RM11.26 million, reflecting the Group's repayment of term loans and strengthening of its balance sheet.

Overall, our Group concluded the financial year with a solid financial position with a cash and cash equivalent of RM10.97 million as at 28 February 2026. We recorded a current ratio of 2.7 times and a lower gearing ratio of 0.3 times. Additionally, our Group achieved a stronger net assets position, with RM44.95 million as at 28 February 2026, which translates to a NA per share of 11.2 sen.

During FYE 2026, our Group generated net cash from operating activities of RM6.98 million, reflecting its ability to convert earnings into cash. This was mainly due to our Group's ability to generate sustainable earnings and effectively manage working capital, including timely collection from customers and prudent control over operating expenditures. The strong operating cash flows further strengthened our liquidity position and supported our overall financial stability.

MANAGEMENT DISCUSSION AND ANALYSIS  
(CONT'D)

## MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

### ANTICIPATED OR KNOWN RISK

- **Foreign worker dependency and operational risk**

Our Group's operations are dependent on the sourcing and deployment of workers, for which our Group relies on its foreign partners to identify and recruit suitable candidates from the source countries. Our foreign partners may be unable to secure enough workers, or workers of the requisite quality, as this may be affected by regulatory changes, economic instability or supply chain disruptions in the source countries. Furthermore, even upon successful deployment, factors such as cultural differences, language barriers and varying levels of experience may affect the workers' performance and adaptability, and our Group may face difficulty in recruiting workers willing to undertake manual labour roles. Any shortfall in the availability or quality of workers may impair our Group's ability to meet customer demand, which could in turn have a material adverse effect on our Group's business operations and financial performance.

To mitigate this risk, our Group diversifies its recruitment sources across multiple countries and foreign partners and conducts pre-deployment training and competency assessments.

- **Credit and cash flow risk**

As part of our comprehensive service offering under foreign worker management services, our Group calculates and advances the monthly salaries and allowances of workers on behalf of our customers. Our Group typically advances payment of the workers' salaries and back-charges our customers monthly, on credit terms of up to 60 days. In addition, our Group incurs certain upfront costs, such as levies, insurance, insurance guarantee, work permits and accommodation prior to the issuance of billings to our customers.

This results in a timing difference between the payment of salaries and upfront costs to the relevant parties and the receipt of payment from our customers. Our customers may fail to meet their payment obligations within the agreed credit terms, or our Group may encounter difficulty in collecting outstanding payments. In the event of any delay in payment or default by our customers, our Group's operating cash flows and financial performance may be adversely affected, and our Group may be required to recognise impairment losses on trade receivables, which could further affect our financial performance.

To mitigate this risk, our Group carries out credit evaluations and periodically reviews our customers' credit limits, monitors the ageing of trade receivables every month, and, where necessary, undertakes recovery measures through legal remedies.

- **Information technology ("IT") and data security risk**

Our Group utilises software systems in the course of our business operations to store confidential information, including workers' personal data such as passport and work permit details, biodata, medical screening results, insurance coverage and remuneration. Our Group relies on third-party service providers to host and maintain these software systems. Accordingly, the termination of our service agreements with these providers could disrupt our business operations, and transitioning to a new service provider could involve significant time, cost and effort, as well as the risk of data loss in the course of data transfer and in respect of new software compatibility.

In addition, our software systems may be affected by failures arising from unexpected network interruptions, security breaches, or cyberattacks. System downtime caused by incidents such as fires, hardware or software failure, may also interrupt our business operations. Any breach of security, whether actual or perceived, that results in the inadvertent or unauthorised disclosure or loss of personal or confidential information, or in unauthorised third-party access to such information, may undermine our Group's reputation and adversely affect our business operations and financial performance.

To mitigate this risk, we implement firewalls, access controls and security monitoring, and we review our IT security measures with our service providers on an ongoing basis.

## MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

### MOVING FORWARD

Our Group remains optimistic about its prospects and intends to pursue the following plans to grow its business across its principal business segments.

As the expansion of our foreign worker management services is driven by the number of foreign workers we manage, we intend to expand our customer base by continuing to offer value-added services, including guidance on the requirements and compliance obligations throughout the recruitment application process. As part of our service offering, our Group also intends to fund the payment of levies on behalf of our customers, based on a recruitment quota of 5,000 foreign workers.

To support the growth of our manual labour services, our Group intends to recruit an additional 1,000 foreign workers under its own recruitment quota, for the provision of cleaning, sanitising, manufacturing, and construction-related activities.

We also intend to expand our hostel management services by venturing into the management of CLQs, which are purpose-built accommodation designed to house both local and foreign workers. We intend to provide comprehensive hostel management services to prospective customers who require such accommodation for their workers, including overseeing the operation of the dormitories and supporting facilities.

Additionally, we intend to enhance our Group's operational efficiency by developing and integrating new software applications across our IT systems:

- **'SmartApp'** — a mobile application that integrates our existing systems under a single unified platform, introducing features to improve worker management and streamline communications within our Group and with our customers. Our Group also intends to integrate an artificial intelligence ("AI") scoring system to support data analysis for decision-making.
- **CLQ management system** — an application for managing the residents and building facilities within CLQs. It will operate initially as a standalone system before being integrated into the SmartApp platform and will be paired with the AI scoring system. This system is intended to streamline the administration of worker and facility information, thereby improving efficiency, enhancing safety and elevating service quality.

According to the Independent Market Research Report conducted by Protégé Associates Sdn. Bhd., the foreign worker management services market in Malaysia is expected to register steady growth, driven by continued demand for foreign workers in line with the expansion of the manufacturing, services and construction sectors, an increasingly educated local workforce, and the ongoing need for workers to take up labour-intensive roles. This demand is also expected to be supported by Malaysia's stronger financial standing relative to source countries in Asia, which continues to attract foreign workers into the country, as well as the growing development of CLQs to accommodate them.

At the same time, the market may face headwinds from Malaysian Government initiatives to promote local talent and reduce reliance on foreign workers. Under the 13th Malaysia Plan, the Government has proposed to reduce the ceiling on foreign workers from 15.0% to 10.0% of the total labour force by 2030, and to 5.0% by 2035, although no standard operating procedures have yet been issued to govern its implementation. In practice, the recruitment and management of foreign workers remain essential to Malaysia's key economic sectors, namely services, manufacturing and construction, which collectively account for 76.8% of the total foreign workers in the country and which continue to face a shortage of local workers for the low- and semi-skilled roles often regarded as "dirty, dangerous and difficult". Accordingly, the number of registered foreign workers in Malaysia is forecast to grow at a compound annual growth rate of 0.6%, from 2.35 million in 2025 to 2.42 million in 2029, which is expected to have a corresponding positive impact on the foreign worker management services market.

# SUSTAINABILITY STATEMENT



**We are pleased to present our first sustainability statement (“Statement”), which outlines our Group’s key sustainability initiatives and performance for FYE 2026. This Statement reflects our continued dedication to responsible business practices and our commitment to creating long-term value for stakeholders while advancing sustainable economic development.**

The global labour outsourcing industry faces numerous economic, environmental and social challenges, necessitating the need for responsible and forward-looking strategies to ensure long-term resilience. As a workforce management service provider, we recognise the need to uphold sustainable practices within our operations, given our direct involvement in workforce recruitment and management, as well as our responsibility for worker welfare and accommodation.

Hence, we value the importance of integrating sustainability into our operations. Our approach focuses on maintaining proper labour standards, ensuring regulatory compliance, and supporting the welfare and well-being of workers, while continuing to meet our customers’ expectations for quality and reliability.

## SUSTAINABILITY STATEMENT (CONT'D)

We are guided by our sustainability policy, which aligns our business practices with relevant guidelines, industry standards, and applicable aspects of the United Nations Sustainable Development Goals (“SDGs”), where appropriate. The sustainability framework will provide a structured approach to addressing key areas of our operations, including worker management, accommodation standards, governance practices, and stakeholder engagement.

Through the implementation of this framework, our Group aims to strengthen our operational practices, support long-term business sustainability, and create value for the stakeholders. Our Group remains committed to continuous improvement and responsible business conduct as it progresses in managing sustainability-related matters within our operations.

### REPORTING SCOPE AND BOUNDARY

The scope and boundary cover our Group's operations, including its subsidiaries. Our Group's Corporate Structure can be viewed at page 5. This Statement includes activities carried out between 1 March 2025 and 28 February 2026, aligning with our Group's financial reporting period.

### REPORTING STANDARDS AND GUIDELINES

Our Group has developed its sustainability framework based on the following standards and guidelines:

- Bursa Malaysia's ACE Market Listing Requirements (“**AMLR**”);
- Bursa Malaysia's Sustainability Reporting Guide (3<sup>rd</sup> Edition); and
- Malaysian Code on Corporate Governance (“**MCCG**”)

### STATEMENT OF ASSURANCE

As our Group successfully transferred its listing to the ACE Market of Bursa Securities on 6 May 2026, this Statement is presented on a best-effort basis and is subject to further improvement in future reporting cycles. Hence, this Statement has not been subjected to an assurance process.

### FEEDBACK AND INQUIRIES

We value all stakeholders' feedback on this Sustainability Statement as well as other relevant sustainability matters as part of our ongoing efforts to improve our sustainability practices and reporting standards. All feedback and comments can be submitted through the “Get in Touch” section on our Company's website at <https://manforce.net/>.

### OUR SUSTAINABILITY GOVERNANCE

We review the management of sustainability matters as a crucial part of our business conduct. To ensure a smooth operating and reporting process, a defined governance structure has been implemented to monitor and manage sustainability matters according to the daily operations of our management.

The governance structure of our sustainability framework comprises three (3) levels, with defined roles and responsibilities:



## SUSTAINABILITY STATEMENT (CONT'D)

BOARD, COMMITTEE AND UNIT	THE ROLES AND RESPONSIBILITIES
<b>The Board</b>	<ul style="list-style-type: none"> <li>• Provides a general oversight of our Group's sustainability performance</li> <li>• Determines our Group's strategic direction in sustainability management</li> <li>• Ensure adequate resources are made available for the successful implementation of sustainability strategies and initiatives</li> <li>• Review and approve the annual Statement</li> </ul>
<b>ARMC</b>	<ul style="list-style-type: none"> <li>• Ensures key decisions on sustainability matters are made and aligned with our Group's overall business strategies and goals</li> <li>• Ensure adequate resources are made available for the successful implementation of sustainability strategies and initiatives, and review and report periodic sustainability progress to the Board</li> </ul>
<b>Sustainability Oversight Unit</b>	<ul style="list-style-type: none"> <li>• Report material sustainability matters, progress, and performance to the ARMC periodically</li> <li>• Daily management of sustainability matters throughout our Group</li> <li>• Research sustainability initiatives to enhance our Group's sustainability performance</li> <li>• Implement sustainability strategies and initiatives</li> <li>• Perform data gathering and track sustainability progress throughout our Group</li> <li>• Regularly review and update sustainability goals and targets to ensure continuous improvement</li> </ul>

### OUR ENGAGEMENT WITH STAKEHOLDERS

To support the effective implementation of our sustainability strategies, we place strong emphasis on managing our stakeholder relationships. We recognise that meaningful engagement with stakeholders is essential to achieving our sustainability objectives. Our stakeholders comprise organisations and individuals that are directly or indirectly affected by our operations, including shareholders, financiers, investors, employees, customers, business partners, local communities, non-governmental organisations, as well as government authorities and regulators. We engage with these groups through various communication channels to understand their expectations, address concerns, and respond to their evolving needs.

Through ongoing engagement and open communication, we can identify and prioritise material sustainability matters, address key issues, and refine our strategies accordingly. This approach supports the creation of sustainable value while maintaining transparent and constructive relationships with our stakeholders, forming the basis for our materiality assessment and sustainability matrix.

## SUSTAINABILITY STATEMENT (CONT'D)

Stakeholders	Material sustainability matters	Engagement approach	Frequency of Engagement
<b>Shareholders, Financiers and Investors</b> 	<ul style="list-style-type: none"> <li>Share price and returns on investment</li> <li>Long-term and sustainable business growth</li> <li>Financial results and operational performance</li> <li>Corporate governance and risk management</li> <li>Business strategies and future plans</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly financial results</li> <li>Annual Report</li> <li>General meetings</li> <li>Company website</li> <li>Bursa Securities announcements</li> </ul>	<ul style="list-style-type: none"> <li>Daily, weekly, monthly, quarterly and annually</li> </ul>
<b>Employees</b> 	<ul style="list-style-type: none"> <li>Competitive remuneration and employee benefits</li> <li>Workplace health and safety practices</li> <li>Training, upskilling opportunities and career development opportunities</li> <li>Business growth and strategic direction</li> <li>Diverse and inclusive workplace</li> <li>Work-life balance</li> </ul>	<ul style="list-style-type: none"> <li>Internal transparent communications</li> <li>Equal employment opportunities</li> <li>Periodic performance assessment and appraisal</li> <li>Training and development programmes</li> <li>Compliance to relevant laws and regulations</li> </ul>	<ul style="list-style-type: none"> <li>Daily, weekly, monthly, quarterly and annually</li> </ul>
<b>Customers</b> 	<ul style="list-style-type: none"> <li>Reliable service delivery</li> <li>Competitive and cost-effective pricing</li> <li>Customer satisfaction and overall experience</li> <li>Protection of customer data and privacy</li> </ul>	<ul style="list-style-type: none"> <li>In-person engagement</li> <li>Updated company website</li> <li>Accredited with ISO 9001:2015 under the scope of "Management of Foreign Manpower Outsourcing Services"</li> </ul>	<ul style="list-style-type: none"> <li>Daily, weekly, monthly, quarterly and annually</li> </ul>
<b>Suppliers</b> 	<ul style="list-style-type: none"> <li>Maintain sustainable business relationships with our foreign partners (agents in source countries) who support our workforce sourcing activities</li> <li>Maintain sustainable relationships with suppliers supporting our manual labour services, including providers of cleaning equipment and worker welfare provisions</li> </ul>	<ul style="list-style-type: none"> <li>Contractual agreements with foreign partners</li> <li>Contractual agreements with suppliers</li> <li>Physical and virtual communications</li> </ul>	<ul style="list-style-type: none"> <li>Daily, weekly, monthly, quarterly and annually</li> </ul>
<b>Local communities and non-government organisation</b> 	<ul style="list-style-type: none"> <li>Environmental impact from business operations</li> <li>Local job creation and economic support</li> </ul>	<ul style="list-style-type: none"> <li>Corporate social responsibility ("CSR") programmes</li> <li>Company website</li> <li>Malaysian Development Uplift Programme</li> </ul>	<ul style="list-style-type: none"> <li>On and as needed basis / event-driven</li> </ul>
<b>Government agencies and regulators</b> 	<ul style="list-style-type: none"> <li>Legal compliance</li> <li>Corporate governance</li> </ul>	<ul style="list-style-type: none"> <li>Compliance audit</li> <li>Bursa Securities announcements</li> <li>Renewal of license and permits</li> <li>Adherence to latest developments to relevant laws and regulations</li> </ul>	<ul style="list-style-type: none"> <li>Daily, weekly, monthly, quarterly and annually</li> </ul>

SUSTAINABILITY STATEMENT  
(CONT'D)

**MATERIALITY ASSESSMENT AND SUSTAINABILITY STRATEGIES**

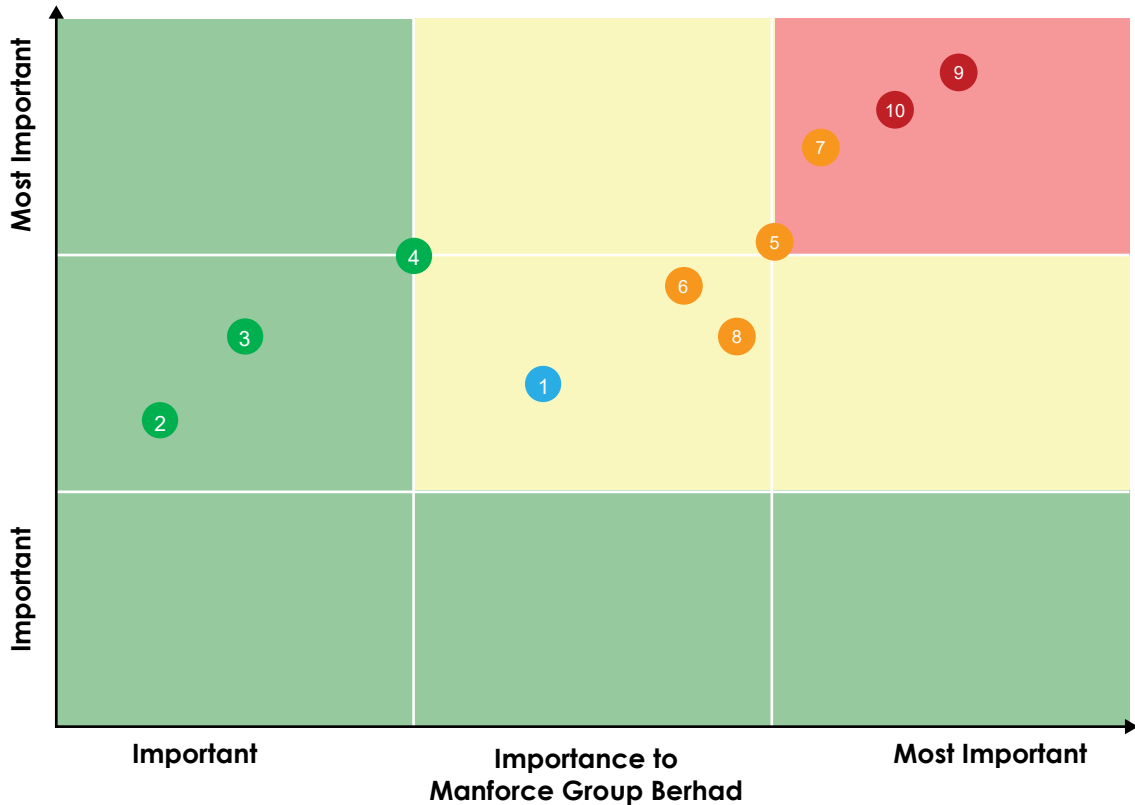
In FYE 2026, we conducted a sustainability materiality assessment to identify and prioritise the matters most relevant to our business and stakeholders. This assessment was carried out through surveys and feedback collected from our key stakeholder groups, including the Board, key senior management, employees, customers, suppliers, investors, local communities, and relevant government authorities.

The input gathered was analysed and grouped into key themes, such as Economic, Environmental, Social and Governance (“EESG”), and subsequently evaluated through a structured ranking process to determine their relative significance to both our stakeholders and our Group.

Following our assessment and internal review, we have determined that ten (10) material sustainability matters remain relevant to our Group and continue to reflect the priorities of our stakeholders.

The identified material sustainability matters, together with the corresponding materiality matrix, are presented below.

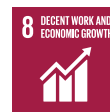
**Importance to Stakeholders**



ECONOMIC		ENVIRONMENT		SOCIAL		GOVERNANCE	
1	Technology Innovation	2	Energy Management	5	Employee and Worker Welfare	9	Corporate Governance
		3	Water Management	6	Workforce Diversity	10	Data Privacy & Protection
		4	Waste Management	7	Training and Development		
				8	Community Engagement		

## SUSTAINABILITY STATEMENT (CONT'D)

### ECONOMIC ECONOMIC SUSTAINABILITY MATTERS



We support businesses by ensuring they have access to a reliable and sufficient workforce, enabling them to operate efficiently and confidently pursue growth opportunities. With the right labour support in place, companies are better positioned to expand their operations, improve productivity, and meet market demand. This, in turn, strengthens supply chains, enhances industry resilience, and contributes to broader economic growth.

As a workforce management service provider, our contribution lies in enabling business continuity and supporting the day-to-day operational needs of key industries. By helping businesses remain responsive and competitive, we indirectly support ongoing economic activity.

In line with this role, we are committed to conducting our operations in a responsible and sustainable manner, underpinned by strong corporate governance, ethical business practices, and financial resilience. We continuously strive to deliver sustainable returns to shareholders, contribute to national economic development, and create enduring value for our stakeholders.

To translate these commitments into measurable outcomes, we have established the following targets:

Economic sustainability targets	
•	Achieve a 100% compliance rate with reporting standards and practices by the end of the fiscal year, ensuring all business operations are documented and communicated transparently to stakeholders.
•	Increase the percentage of materials and equipment sourced from local suppliers by 30% over the next three (3) years, supporting local economies and reducing transportation emissions.
•	Conduct an annual review of the investment portfolio to ensure that at least 50% of investments are aligned with sustainability goals, targeting investments that contribute positively to environmental, social, and governance outcomes.
•	Maintain or exceed a 95% customer satisfaction rate annually through adherence to the quality management system, with regular reviews and improvements based on customer feedback.
•	Conduct bi-annual audits of the management system to identify areas for improvement, aiming for a 10% increase in operational efficiency and service delivery effectiveness each year.
•	Implement a quarterly stakeholder communication plan that includes updates on sustainability efforts, progress towards targets, and feedback opportunities, with a target engagement rate of at least 75% of stakeholders participating in feedback sessions.

Recognising that environmental sustainability is an ongoing journey, our Group adopts a continuous improvement approach in enhancing its environmental performance. Feedback from our Internal Auditor, employee engagement, and operational reviews will be used to refine policies, procedures, and practices over time.

Our Group will also explore innovative solutions and technologies that support more efficient use of resources, such as energy-efficient equipment, water-saving systems, and digital tools for monitoring consumption patterns. Pilot initiatives may be implemented to test new approaches before scaling successful solutions across operations.

## SUSTAINABILITY STATEMENT (CONT'D)

### OUR PERFORMANCE

In pursuing these economic sustainability targets, our Group recognises the importance of technology and innovation in enhancing operational efficiency and long-term competitiveness.

Our adoption of technology in workforce management has strengthened our ability to innovate and enhance service delivery. We recognise that evolving challenges require modern, technology-driven solutions to effectively meet our customer's needs while improving operational efficiency.

In line with our commitment to continuous improvement, we have invested in upgrading and enhancing our technological capabilities to support a more effective and responsive workforce management.

### Technology Innovation

Currently, we engage with third-party IT service providers for our payroll and human resource management systems. These IT systems are known as Manforce Tracking System ("MTS") and 'iPay'. MTS is a real-time, web-based platform that facilitates workforce management, administrative processes, and performance tracking, while serving as a central communication channel among our employees, foreign partners, and customers. On the other hand, iPay supports payroll processing, including salary computation, record-keeping, and generates payroll reports, with integrated biometric attendance tracking to enhance accuracy and efficiency.

To further strengthen our capabilities, we have also introduced an AI scoring system to support data-driven decision-making in areas such as worker-job matching, performance evaluation, and workforce development. By assessing each worker's suitability, reliability and overall capabilities, the system enables our Group to make more accurate workforce placements, thereby improving operational efficiency and enhancing customer satisfaction. It also helps identify opportunities to improve both individual and group performance, supporting the ongoing development of our workforce.

In line with our growth plans, our proceeds from our IPO will be utilised to enhance our IT systems and infrastructure. We are developing a unified mobile platform, known as the 'SmartApp', which will integrate both MTS and iPay to streamline workforce management and communication. The platform will also incorporate the AI scoring system to encourage more effective decision-making. In addition, we plan to develop a CLQ management system to support the management of the workers' accommodation and facilities. This system will initially operate independently and will subsequently be integrated into the SmartApp platform.



## SUSTAINABILITY STATEMENT (CONT'D)

### ENVIRONMENT

#### ENVIRONMENT SUSTAINABILITY MATTERS



#### OUR SUSTAINABILITY TARGETS AND STRATEGIES

Environmental responsibility within our Group is guided by the understanding that sustainable outcomes are influenced by individual behaviours and informed practices. This belief underpins our commitment to fostering responsible resource consumption and environmental stewardship across all levels of our operations.

As a workforce management service provider, we recognise the role of education and awareness in shaping how resources, namely energy and water, are utilised across our operational premises and managed hostels, while ensuring that waste is properly managed and handled responsibly.

Accordingly, our Group incorporates responsible water, waste, and energy management practices into its day-to-day operations, while extending these principles to the workers under our care. Through structured policies, practical measures, and ongoing training initiatives, we promote efficient resource use, reduce environmental impact, and encourage a culture of sustainability among employees and hostel residents.

To translate these commitments into measurable outcomes, we have established the following targets:

Environmental sustainability targets
<ul style="list-style-type: none"> <li>Reduce operational environmental risks by implementing an environmental management system within the next 12 months, aiming for at least a 20% reduction in identified risks and impacts by the end of the following fiscal year.</li> </ul>
<ul style="list-style-type: none"> <li>Achieve a 15% reduction in overall resource consumption (energy, water, and materials) per unit of output within three (3) years, thereby decreasing the company's carbon footprint by at least 10% over the same period</li> </ul>
<ul style="list-style-type: none"> <li>Implement a comprehensive waste management program to ensure that at least 75% of all waste generated is recycled or repurposed by the end of the next fiscal year, with quarterly assessments to track progress</li> </ul>
<ul style="list-style-type: none"> <li>Maintain 100% compliance with all relevant environmental regulations and legal requirements, with an annual audit to verify adherence and identify opportunities for further improvements</li> </ul>
<ul style="list-style-type: none"> <li>Provide environmental stewardship training for 100% of employees within the next year, aiming for a 90% employee awareness rate regarding best practices for minimising environmental impact in daily operations.</li> </ul>

Recognising that economic sustainability requires ongoing discipline and evaluation, our Group adopts a continuous improvement approach in strengthening its economic performance. Feedback from our Internal Auditor, management reviews, and stakeholder engagement will be used to refine policies, processes, and operational practices over time to support sustainable growth and long-term value creation.

#### OUR PERFORMANCE

##### Energy Management

Our Group has adopted simple yet effective practices at the workplace, including switching off lights and electrical appliances when not in use. Our Group has also begun replacing conventional lighting with light-emitting diode alternatives at its office premises, contributing to lower energy consumption and improved efficiency.

To further strengthen its energy management efforts, our Group is also progressively identifying opportunities to improve energy efficiency across its operations.

## SUSTAINABILITY STATEMENT (CONT'D)

### Waste Management

Our Group is guided by the “3Rs—Reduce, Reuse and Recycle”—where efforts are directed at optimising material usage, limiting waste at source, and extending the lifecycle of resources. Designated bins for materials such as plastic, paper and aluminium cans have been placed across our Group's facilities to support proper waste segregation, with collected recyclables delivered to appropriate recycling centres.

During the reporting period, our Group has collaborated with a third-party waste management service provider to handle waste at our customer's premises. Accordingly, our Group has recycled approximately 60.27 tonnes of waste generated.

In addition, our Group has undertaken initiatives such as encouraging digital documentation and reusing operational materials, where feasible, to minimise overall waste generation.



*Waste management operation*

### Water Management

Our Group actively promotes water conservation among employees by placing signboards and infographics in washrooms and on office noticeboards to encourage responsible water usage. Additionally, our Group's efforts in conserving water are supported by practical measures such as the installation of water-efficient fittings, followed by regular maintenance to prevent leaks.

To further strengthen its water management efforts, our Group is also progressively identifying opportunities to improve water management across its operations.

### Management of Hostel Environment

These practices are further reinforced through our Group's hostel management services, where responsible environmental habits are instilled among both local and foreign workers. Building on the principles introduced at the workplace, ongoing training and awareness programmes are conducted within the hostels, focusing on waste management, energy efficiency and water conservation.

Workers are guided on proper waste handling, including food waste disposal and recycling practices, to promote efficient waste management and reduce unnecessary waste generation. At the same time, emphasis is placed on responsible energy use, encouraging simple actions such as switching off lights and electrical appliances when not in use. Water management is also reinforced through practical guidance on the appropriate use of water fixtures and the importance of avoiding wastage.

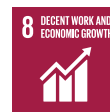
Through these continuous engagement efforts, workers are encouraged to adopt sustainable daily practices, supporting a more responsible and environmentally conscious living environment within the hostels.

## SUSTAINABILITY STATEMENT (CONT'D)



### SOCIAL

#### SOCIAL RESPONSIBILITY MATTERS



Our Group's involvement in the provision and management of human resources underpins the demand and commitment to safeguarding the well-being of both local and foreign workers under our care. Our Group recognises and upholds the highest standard of compliance with applicable Malaysian labour laws and regulations, aiming to foster a safe, healthy and supportive working environment across its operations.

To guide our efforts in these areas, we have established the following commitments:

Social sustainability targets
• Provide a safe, healthy, and supportive working environment for all employees
• Foster a diverse and inclusive culture that respects and values individual differences
• Ensure equal access to opportunities regardless of age, gender, ethnicity, religion, nationality, disability, sexual orientation, or other relevant characteristics
• Prevent and address improper conduct, including workplace bullying, discrimination, harassment, intimidation, and victimisation
• Support the personal and professional development of our workforce
• Uphold fundamental labour rights, including the prohibition of child labour and forced labour in any form

Our Group continues to strengthen its approach by enhancing internal controls, monitoring mechanisms and engagement efforts, ensuring that its practices remain effective and aligned with evolving regulatory requirements and industry expectations. Feedback from Internal Auditor, employee engagement and operational reviews are taken into consideration to reinforce existing measures and address areas for improvement.

### OUR PERFORMANCE

#### Worker welfare

Our Group ensures the contracts with customers for the provision of manual labour services comply with the Employment Act 1955 ("EA 1955"). These contracts are structured to safeguard the rights and welfare of both foreign and local workers, covering key aspects such as working hours, overtime pay, medical leave, and public holiday entitlements. Where required, our Group adjusts contractual terms in line with prevailing minimum wage regulations, ensuring that all workers engaged by our customers are compensated fairly in accordance with applicable legal requirements.

Our Group's hostel management services are carried out in compliance with the Employees' Minimum Standards of Housing, Accommodations dan Amenities Act 1990 ("EMSHAA"). The accommodations provided to workers are maintained in accordance with prescribed standards, including proper ventilation, clean water supply, adequate lighting, and appropriate sanitation facilities. Our workers are also provided with sufficient living space and access to essential amenities such as kitchens or dining areas, as well as safe electrical installations.

To maintain these standards, regular inspections are conducted to assess the condition of hostel facilities. These inspections include monitoring the cleanliness of common areas, verifying water quality, and ensuring that electrical systems remain safe and operational. Furthermore, we conduct regular briefings and training sessions to educate the workers on proper hygiene and housekeeping practices, including the storage of personal belongings, food handling and waste disposal, laundry management, and general cleanliness.

To support these efforts, designated storage facilities such as lockers or wardrobes are provided, and cleaning schedules are implemented within hostels. We also assign duties to workers, and the assigned duties are clearly displayed in common areas to promote accountability and adherence. Smoking within hostel premises is also prohibited to maintain a healthy environment.

Our Group also prioritises safety awareness by providing practical training and demonstrations on the proper use of fire extinguishers, ensuring that workers and employees are equipped to respond to emergencies. In addition, continuous reminders are issued on electrical and fire safety practices to minimise risks and prevent accidents.









SUSTAINABILITY STATEMENT  
(CONT'D)

**Workforce Diversity**

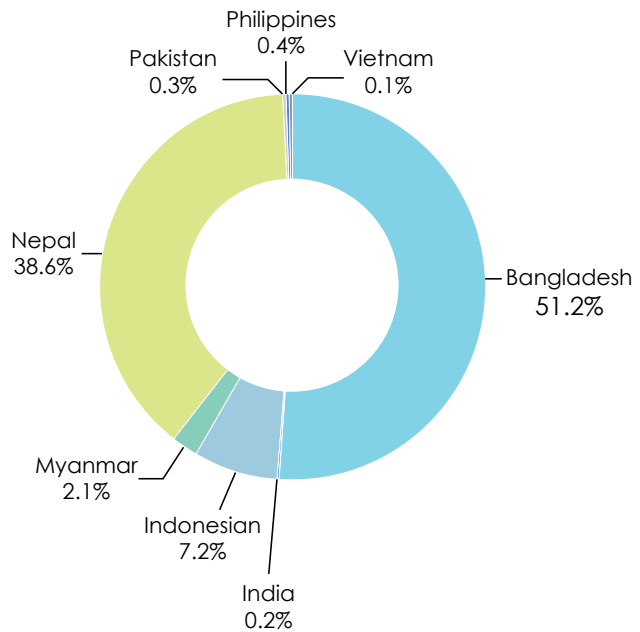
Our Group's workforce profile extends beyond our internal employees to include the foreign workers and local workers we recruit and manage. We place emphasis on maintaining a responsible and structured workforce composition, including transparency in worker demographics such as country of origin, job roles, and deployment sectors.

The diversity of our workforce reflects the various countries from which we recruit foreign workers, meeting with the needs of our customers while ensuring proper documentation, compliance, and oversight.

As at 28 February 2026, our Group manages a total of 1,947 foreign workers. The breakdown of employees is illustrated below:

	<b>Bangladesh</b>	996	51.2%
	<b>India</b>	3	0.2%
	<b>Indonesian</b>	141 <sup>(1)</sup>	7.2%
	<b>Myanmar</b>	41	2.1%
	<b>Nepal</b>	751	38.6%
	<b>Pakistan</b>	5	0.3%
	<b>Philippines</b>	8	0.4%
	<b>Vietnam</b>	2	0.1%
	<b>Grand total</b>	<b>1,947</b>	<b>100.0%</b>

**Number of Foreign Workers**



**Note:**

<sup>(1)</sup> Consists of 61 females.

As at 28 February 2026, we also manage 64 local workers who are deployed in the manufacturing sector.

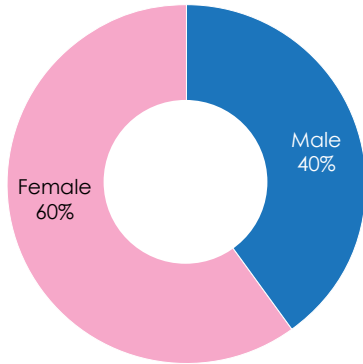
**Our Internal Team**



SUSTAINABILITY STATEMENT  
(CONT'D)

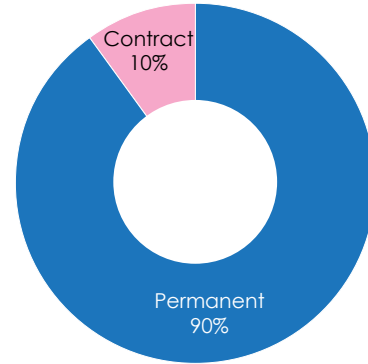
We have a diverse and inclusive workplace, supported by stable employment practices for our internal team of 130 employees, as follows:

**Employees by gender**



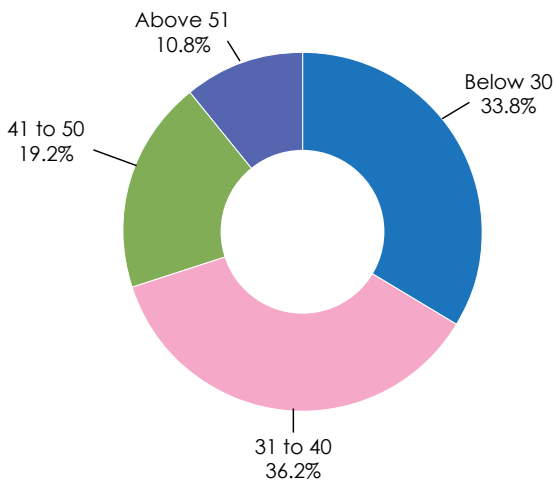
Male	52	40.0%
Female	78	60.0%
<b>Grand total</b>	<b>130</b>	<b>100.0%</b>

**Employees by employment type**



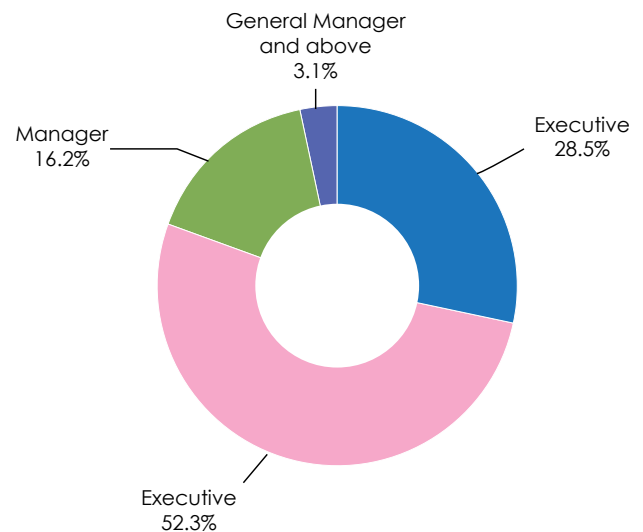
Permanent	117	90.0%
Contract	13	10.0%
<b>Grand total</b>	<b>130</b>	<b>100.0%</b>

**Employees by age**



Below 30	44	33.8%
31 to 40	47	36.2%
41 to 50	25	19.2%
Above 51	14	10.8%
<b>Grand total</b>	<b>130</b>	<b>100.0%</b>

**Employees by employment category**



Non-Executive	37	28.5%
Executive	68	52.3%
Manager	21	16.2%
General Manager and above	4	3.1%
<b>Grand total</b>	<b>130</b>	<b>100.0%</b>

None of our Group's employees are members of any labour union. Over the past three (3) years, there have been no major industrial disputes involving our Group's workforce.

## SUSTAINABILITY STATEMENT (CONT'D)

### Training and Development

We facilitate training and development programmes for our workers and employees to enhance their competencies and support continuous professional growth.

- **Training for workers under our Group's management**

Foreign workers under our Group's management are required to attend English and Bahasa Malaysia language classes to facilitate effective communication with customers and individuals at their workplaces. Workers involved in cleaning and sanitising activities are provided with basic training on cleaning tools, supplies and proper cleaning techniques. In addition, workers involved in food handling undergo food handler training to ensure compliance with food safety standards. For workers deployed in construction activities, we ensure that our workers attend to the Safety Induction Course for Construction Workers ("SICW"), conducted by the Construction Industry Development Board ("CIDB").

Beyond role-specific training, all foreign workers onboarded under our Group's management are required to complete a structured AI-assisted induction programme upon their arrival in Malaysia. The programme is delivered in the workers' respective native languages through an AI-powered learning platform, ensuring accessibility and comprehension across our diverse workforce. The induction programme comprises eight modules covering an introduction to life and work in Malaysia, basic labour law and workers' rights, Malaysian culture and values, personal and workplace hygiene, foundational language skills, work ethics and workplace safety, pre-departure preparation and awareness of Malaysian laws and authorities, and building a positive mindset for success in Malaysia.

- **Training for our internal employees**

For our internal employees, we offer a range of training programmes, including leadership development, first aid courses, human resource-related training, and computer skills training to support career progression and personal development. In line with our corporate governance standards, we also provide anti-corruption training programmes to enhance our employees' understanding of applicable laws and reporting mechanisms for unethical conduct.

### Community Engagement

Our Group is committed to contributing positively to the communities in which it operates through various CSR initiatives. During the reporting period, our Group participated in 2 events as a sponsor, namely a golf tournament charity for single mothers as well as sponsoring for the International Taiji Day and Introductory Taijiquan Training Camp.



## SUSTAINABILITY STATEMENT (CONT'D)



*Sponsorship for the golf tournament charity and International Taiji Day and Introductory Taijiquan Training Camp*

We also participated in engagement sessions and industry events organised by a third party to connect with businesses and provide workforce management and manpower supply solutions across various industries.

These initiatives reflect our Group's commitment to meaningful stakeholder engagement and our belief in the role businesses can play in contributing positively to society. Moving forward, our Group will continue to seek partnerships with organisations and individuals who share our values and our dedication to making a lasting impact on the communities we serve.

## SUSTAINABILITY STATEMENT (CONT'D)

### GOVERNANCE



#### CORPORATE GOVERNANCE MATTERS



Our Group is committed to upholding the standards of corporate governance where the Board and employees uphold a high standard of integrity, transparency, and accountability in our business dealings and conduct.

To translate these commitments into measurable outcomes, we have established the following targets:

Corporate Governance targets
<ul style="list-style-type: none"> <li>Conduct an annual review of governance structures, aiming to identify and implement at least three (3) improvements each year to enhance transparency and decision-making processes</li> </ul>
<ul style="list-style-type: none"> <li>Review and update internal control policies and procedures at least annually, with a target of achieving an internal audit score of at least 90% for adequacy and integrity of our Group's internal control system</li> </ul>

#### OUR PERFORMANCE

We are committed to achieving and sustaining the standards of corporate governance and ethical conduct in accordance with the principles and practices set out in the MCCG. As of FYE 2026, we have adopted the following recommendations:

- a) at least half of the Board members are Independent Directors;
- b) at least 30% of the Board members are women Directors;
- c) our committees comprise of solely Independent Directors;
- d) and our Independent Non-Executive Chairperson is not a member of any of the board committees.

#### OUR GOVERNANCE

We maintain a zero-tolerance approach towards bribery and corruption in all business dealings. Our Anti-Bribery and Corruption Policy is in place to manage corporate liability risks, including oversight of corporate social responsibility activities such as sponsorships and donations. Any instances of bribery, corruption, fraud or other unethical practices are addressed with prompt and appropriate action against individuals found to be involved. We also adopt a Whistle-blowing Policy that provides protection to employees, customers and stakeholders who raise genuine concerns regarding unethical conduct. In addition, we also adopt a Personal Data Protection Act Policy, which is in compliance with the Personal Data Protection Act to help safeguard data security for all individuals we interact with.

In addition, our Conflict-of-Interest Policy establishes guidelines to identify, manage and mitigate conflicts arising from personal or financial interests in the course of professional duties. This supports the integrity of our decision-making processes and safeguards the independence and objectivity of the ARMC.

# SUSTAINABILITY STATEMENT (CONT'D)

## MANFORCE GROUP BERHAD BMLR Transition Period

Date & Time: 2026-06-25\_19:55:23  
Ace Market | Group 3 | FYE 28/02/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Technology Innovation	Workforce management & communication platform	Qualitative	—	Yes	Improve integration via SmartApp	No assurance	Real-time management via MTS
Energy Management	Energy efficiency initiatives implemented	Qualitative	—	Yes	90% Promoting Energy saving awareness	No assurance	LED replacement & energy-saving practices adopted
Waste Management	Total waste generated	Qualitative	—	Yes	90% Promoting waste management	No assurance	Promoting waste sorting
Water Management	Water consumption (office)	Qualitative	—	Yes	90% Promoting water management	No assurance	Conservation via awareness & efficient fittings
Employee and Worker Welfare	Labour compliance (EA 1955 & minimum wage)	% compliance	—	100%	100%	No assurance	Full compliance with labour laws
Employee and Worker Welfare	Hostel safety, hygiene & fire safety management	Qualitative	—	Yes	≤50% neighborhood complaints/ summons	No assurance	Safety Policy & House Rule are in place
Workforce Diversity	Foreign vs local workforce composition	No. of workers	—	1,947 FW / 64 local	Maintain transparent disclosure	No assurance	Diverse workforce across 8 countries
Workforce Diversity	Employee gender diversity	%	—	40% male / 60% female	Maintain diversity	No assurance	Inclusive workforce composition
Training Development	Foreign worker training & induction	% coverage	—	100%	Maintain 100%	No assurance	AI-assisted induction & skills training
Training Development	Employee training programs	No. of Hours	—	1213 Hours	Above 12 Hours per worker	No assurance	Includes leadership & anti-corruption training
Community Engagement	CSR Activities	No. of Activities	—	2	≥2 Social activities/year	No assurance	Charity golf & Taiji sponsorship events
Corporate Governance	MCCG practice	Qualitative	—	Yes	≥70% adoption in MCCG Practices	No assurance	Board independence and governance practices implemented
Data Privacy & Protection	Number of customer complaints	No. of complaints	-	0	<2 complaints / year	No assurance	No breaches reported via PDPA & NDA

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board is committed to upholding high standards of corporate governance across the Group and its subsidiaries, to safeguard shareholders' interests and enhance the Group's long-term value. In pursuit of this commitment, the Board aims to conduct its business activities with integrity and professionalism, thereby safeguarding and enhancing both the Group's business and shareholders' value, as well as maintaining the financial position of the Group.

The Board is pleased to present this Corporate Governance Overview Statement ("**CG Overview Statement**"), prepared in accordance with Rule 15.25(1) of the AMLR. This CG Overview Statement outlines the Group's application of the three (3) key principles set out in the MCCG during the FYE 2026:

- (a) Principal A: Board leadership and effectiveness;
- (b) Principal B: Effective audit and risk management; and
- (c) Principal C: Integrity in corporate reporting and meaningful relationships with stakeholders.

This CG Overview Statement provides shareholders with an overview of the corporate governance practices adopted by the Company for the FYE 2026 and should be read together with the Corporate Governance Report for the FYE 2026 ("**CG Report**"), which provides detailed explanations of the Company's application of the Group's Corporate Governance practices. Any departures from the practices are explained with alternative practices adopted by the Company to achieve the intended outcomes as recommended by the MCCG.

The CG Report is available on the Company's website at <https://www.manforce.net>, as well as Bursa Securities' website at <https://www.bursamalaysia.com/>.

### PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

#### PART I – BOARD RESPONSIBILITIES

##### 1. Board Roles and Responsibilities

The Board is responsible for overseeing the Group's overall performance and strategic direction. In exercising its responsibilities, the Board is responsible for proper stewardship over the Group, providing reasonable assurance for the success of the Group in a sustainable manner. The Board is tasked with promoting long-term sustainable value for shareholders while safeguarding the interests of stakeholders.

Its key responsibilities include setting corporate strategies for growth and business development, as well as overseeing the Group's sustainability governance. The Board also oversees the effective management of the Group's operations in compliance with regulatory and ethical requirements and remains committed to upholding the highest standards of transparency, accountability, and governance.

The roles and responsibilities of the Board are summarised as follows (non-exhaustive):

- (a) adopting and reviewing a strategic plan, as developed by the management, taking into account the sustainability and long-term value creation of the business and strategic, with attention given to the economic, environmental, social considerations underpin sustainability and governance aspects of the Business;
- (b) setting and taking responsibility of the Group's sustainability policy to oversee, together with the Management, to meet the Group's sustainability goals to maintain the confidence of stakeholders;
- (c) reviewing, challenging, and deciding on the management's proposals on matters for the Group including, but not limited to corporate strategy business plan and budget, and monitor the implementation by the management;
- (d) supervising and overseeing the conduct of the business, including assessing and monitoring the performance of the Management to determine whether the business is properly managed;

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

#### PART I – BOARD RESPONSIBILITIES (CONT'D)

##### 1. Board Roles and Responsibilities (Cont'd)

The roles and responsibilities of the Board are summarised as follows (non-exhaustive) (Cont'd):

- (e) identifying and assessing the principal business risks faced by the Group and ensuring the implementation of appropriate internal controls and mitigating measures to manage such risks;
- (f) setting the risk appetite within which the Board expects the management to operate and ensure that there is an appropriate annual review and periodic testing of the Group's internal control and risk management framework. The framework adopted by the Internal Auditor of the Group will be based on an internationally recognised risk management framework;
- (g) adopting a succession planning policy of the Board and the senior management and regularly reviewing the succession plan of the Group, including appointing, training, compensating and where appropriate, to provide for the orderly succession of senior management;

The Board Charter is reviewed periodically by the Board to ensure compliance with applicable laws, rules and regulations, and to remain consistent with the policies and procedures of the Board.

#### Board Charter

The Board is guided by a Board Charter that discloses its roles and responsibilities, the principles for Board's operation, Board's evaluation and remuneration, Code of Conduct, and matters reserved for the Board. The Board Charter is available on the Company's website at <https://www.manforce.net>.

##### 2. Board Committees

To assist the Board in fulfilling and discharging its functions and responsibilities effectively, the Board has delegated specific authorities and responsibilities to the following Board Committees:

- (a) ARMC;
- (b) NC; and
- (c) RC

The functions and responsibilities of each Board Committee are set out in the respective Terms of Reference of the ARMC, NC and RC, which are available on the Company's website at <https://www.manforce.net>.

##### 3. The Chairperson and Managing Director

The roles of the Chairperson and the Managing Director are held by two different individuals to ensure that their roles are clearly defined and distinct. This ensures a balance of power and authority to promote accountability and facilitates the clear division of responsibilities between the Chairperson and the Managing Director in line with Practice 1.3 of the MCCG.

Tengku Faizwa Binti Tengku Razif, the Independent Non-Executive Chairperson of the Board, provides leadership to the Board and ensure its' effectiveness and integrity as well as the entrenchment of good corporate governance practices within the Group. In addition, our Chairperson also responsible for leading the conduct of Board meetings, ensuring that procedural rules are observed during meetings and that decisions made are properly recorded and adopted. She is not a member of the ARMC, NC and RC, in line with Practice 1.4 of the MCCG, ensuring the maintenance of checks and balances as well as does not give rise to the risk of self-review and may impair the objectivity of the Chairperson.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

#### PART I – BOARD RESPONSIBILITIES (CONT'D)

##### 3. The Chairperson and Managing Director (Cont'd)

Dato' Wong, the Managing Director, is responsible for overseeing the day-to-day operations of the Group within the authority delegated by the Board. He is also responsible for leading the management of the Group, overseeing operating units and business performance, and ensuring the implementation of the Board's policies and decisions in accordance with the strategies approved by the Board.

The duties and responsibilities of the Chairperson and the Managing Director are set out in the Board Charter, which is available on the Company's website at <https://www.manforce.net>.

##### 4. Company Secretaries

The Board is supported by two (2) suitably qualified Company Secretaries, namely Ms. Teo Soon Mei and Ms. Lim Jia Huey.

Ms. Teo Soon Mei is a Chartered Secretary and Chartered Governance Professional and a Fellow of the MAICSA and Master of Corporate Governance, while Ms. Lim Jia Huey is a Chartered Secretary and Chartered Governance Professional and a Fellow of the MAICSA. Both are registered holders of the Practising Certificate issued by the Companies Commission of Malaysia and are qualified to act as Company Secretaries pursuant to Section 235(2) of the Companies Act 2016 ("**Act**").

The Company Secretaries support the effective functioning of the Board and Board Committees by coordinating Board and Board Committee meetings and facilitating communication among Directors. They also assist to advise the Board to facilitate the shareholders' meeting. They advise the Board on corporate secretarial and corporate governance matters, Board procedures, and compliance with the applicable company, securities and listing laws and regulations. Through these functions, the Company Secretaries support the Board in promoting sound governance practices and compliance with regulatory requirements.

The Company Secretaries also provide guidance to the Board in matters relating to corporate disclosures and facilitate the administration of the annual Board Effectiveness Assessment.

The Company Secretaries consistently participate in relevant training programmes, conferences, or seminars organised by authorities and professional bodies. This ensures they stay updated on corporate governance developments and regulatory changes pertinent to their role, enabling them to provide valuable advisory services to the Board.

The Board acknowledges that the Company Secretaries play an important role and will ensure that the Company Secretaries fulfil the functions for which they have been appointed.

The roles and responsibilities of the Company Secretaries are outlined in the Company's Board Charter, which is available on the Company's website at <https://www.manforce.net>.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

#### PART I – BOARD RESPONSIBILITIES (CONT'D)

##### 5. Group Policies

The Board is committed to maintaining the high standards of corporate ethics and integrity. To strengthen its governance framework and prevent potential conflicts, the Group has implemented the following policies as part of its robust control mechanisms. These policies are subject to periodic review and updates to ensure continued relevance and alignment with any new regulations that may impact the discharge of the Board's responsibilities:-

###### (a) Board Charter

The current Board Charter of the Company was reviewed and adopted on 15 July 2025, in accordance with the MCCG practices. The Board Charter delineates the role, responsibilities, structure and processes of the Board and ensures that all Directors are aware of their duties and responsibilities.

It further facilitates effective coordination and communication between the Board and the Management, while clearly delineating their responsibilities in the best interests of the Company and its shareholders. In addition, it supports the Board in evaluating its own effectiveness as well as the performance of individual Directors.

###### (b) Code of Conduct

The Code of Conduct was adopted on 13 September 2018 and was further reviewed and revised on 27 April 2026. This reflects the Group's commitment to conducting its business in an efficient, effective and ethical manner. The Code of Conduct applies to all employees, customers and business partners of the Group, and establishes standards of conduct to ensure a safe and healthy working environment, where individuals are treated with respect and dignity, and business operations are carried out with integrity. It also emphasises compliance with all applicable laws, rules and regulations in the jurisdictions in which the Group operates, while encouraging adherence to internationally recognised standards to promote ethical business practices and robust governance.

###### (c) Anti-Bribery and Corruption Policy

The Anti-Bribery and Corruption Policy was adopted on 2 December 2024. It establishes controls to ensure compliance with applicable anti-bribery and corruption regulations and reinforces the Group's commitment to conducting business ethically.

The Anti-Bribery and Corruption Policy will be reviewed from time to time to ensure that it continues to remain relevant and appropriate. The Anti-Bribery and Corruption Policy is made available on the Company's website.

###### (d) Whistle-blowing Policy

The Whistle-blowing Policy was adopted on 23 August 2024 and was further reviewed and revised on 15 June 2026. This reflects the Group's commitment to upholding integrity and ethical conduct by fostering an environment where stakeholders can raise concerns regarding suspected misconduct or breaches of law or regulatory requirements, without fear of retaliation. The Whistle-blowing Policy supports the Group's core values and provides a confidential and transparent framework for reporting and addressing such concerns, while safeguarding the identity of whistle-blowers and protecting them from any form of reprisal.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

#### PART I – BOARD RESPONSIBILITIES (CONT'D)

##### 5. Group Policies (Cont'd)

###### (d) Whistle-blowing Policy (Cont'd)

The policy applies to a wide range of matters, including fraud, corruption, bribery, criminal offences, non-compliance with legal or regulatory obligations, miscarriages of justice, and threats to health and safety. The Group encourages the reporting of any improper or illegal activities and is committed to ensuring that all disclosures are properly investigated in a fair and timely manner.

###### (e) Fit & Proper Policy

The Fit & Proper Policy was adopted on 22 September 2025. This reflects the Group's commitment to maintaining high standards of corporate governance and integrity. The Fit & Proper Policy provides a clear, structured framework for the appointment, re-election, and ongoing evaluation of Directors within the Group.

This policy aims to ensure that individuals appointed to the Board possess the necessary character, competence, experience, and time commitment to fulfil their duties responsibly, in compliance with the AMLR and the MCCG. The Policy serves as a reference point for both the Board and the NC in evaluating candidates for initial appointment or re-election as Directors.

###### (f) Board Remuneration Policy

The Board Remuneration Policy was adopted on 13 September 2018 and was further reviewed and revised on 27 April 2026. It established a fair and transparent remuneration framework that supports the Group's medium to long-term objectives, guided by its principles to ensure that the Directors' remuneration is commensurate with their experience and expertise, and appropriately reflects the responsibilities undertaken and contributions made in managing the Group effectively. The Board retains overall responsibility for the Policy, while its implementation is delegated to the relevant Board Committees. The Policy applies to both Executives and Non-Executive Directors ("NEDs") and is subject to periodic review, with any recommended changes submitted to the Board for consideration and approval. Currently, the Group is in the process of reviewing its Board Remuneration Policy to ensure alignment with the applicable requirements under the AMLR.

###### (g) Related Party Transaction Policy and Procedures

The Group has established a Related Party Transactions ("RPTs") Policy and Procedures to ensure that all transactions with related parties are conducted in a transparent manner, on arm's length terms, in the ordinary course of business and are of a revenue or trading nature, and in the best interests of the Group. The Policy sets out the framework for the identification, review, approval and monitoring of RPTs in accordance with applicable regulatory requirements. The RPTs Policy and Procedures were reviewed and adopted on 27 April 2026.

All RPTs or potential RPTs are required to be disclosed to the ARMC and the Board for assessment, approval and/or ratification, where applicable, in accordance with the RPTs Policy and Procedures. Where necessary, the ARMC may seek independent professional advice and will escalate the matter to the Board for approval or ratification. The Directors, major shareholders and relevant personnel are also required to declare their interests and any potential conflicts on a periodic basis to facilitate the identification of RPTs. Currently, the Group is in the process of reviewing the RPTs Policy to ensure alignment with the applicable requirements under the AMLR.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

#### PART I – BOARD RESPONSIBILITIES (CONT'D)

##### 5. Group Policies (Cont'd)

###### (h) Sustainability Policy

The Sustainability Policy was adopted on 25 April 2025. This reflects the Group's commitment to integrating sustainability principles into its business strategies, operations and decision-making processes, while striving to enhance positive contributions and minimise adverse impacts on the economy, environment and society for the benefit of its stakeholders.

The Policy serves as an overarching framework guiding the Group's sustainability approach and strategic priorities, while promoting awareness among stakeholders. The Board retains overall responsibility for overseeing and enhancing the Group's sustainability strategies, with management ensuring that relevant roles, responsibilities and processes are effectively implemented across the Group.

The Board Charter, Code of Conduct, Anti-Bribery and Corruption Policy, Whistle-blowing Policy, Fit & Proper Policy, Board Remuneration Policy, Group Risk Management Policy, Related Party Transaction Policy and Procedures and Sustainability Policy are available on the Company's website at <https://www.manforce.net/> and are subject to periodical review as and when necessary.

#### PART II – BOARD COMPOSITION

##### 6. Board Composition

The Board is committed to ensuring that its composition not only embraces diversity, as recommended by the MCCG, but also maintains the right balance of skills and expertise to support the Group's goals and business objectives.

The current Board consists of seven (7) members, comprising one (1) Independent Non-Executive Chairperson, one (1) Managing Director, one (1) Finance Director, one (1) Non-Independent NED, and three (3) Independent NEDs as follows: -

No.	Name	Designation
1.	Tengku Faizwa Binti Tengku Razif	Independent Non-Executive Chairperson
2.	Dato' Wong Boon Ming	Managing Director
3.	Chin Kok Weng	Finance Director
4.	Datin Lim Gun Kiau	Non-Independent NED
5.	Tan Yiing Fung	Independent NED
6.	Koh Eng Siong	Independent NED
7.	Lim Chai Har	Independent NED

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

#### PART II – BOARD COMPOSITION (CONT'D)

##### 6. Board Composition (Cont'd)

The Company has complied with the Rule 15.02 of the AMLR of having at least two (2) or one third (1/3) of the Board members are Independent Directors and at least one (1) female Director. The Board also comprises of individuals with a broad range of backgrounds, skills, experience, expertise and perspectives. This diversity is a key driver for the Board to discharge its duties professionally and effectively, uphold good governance standard in their conduct and that of the Board.

The Company is also in line with Practice 5.2 of the MCCG where at least half of the Board are Independent Directors. In the event of any vacancy of the Board resulting in non-compliance with Rules 15.02 of the AMLR, the Company will fill the vacancy within three (3) months.

The Board composition facilitate and enable independent and objective judgement as well as provide an effective check and balance to safeguard the interest of the stakeholders as well as ensuring that high standards of conduct and integrity are maintained.

##### 7. Board Diversity

The Board acknowledges the importance of Board composition diversity as recommended by the MCCG. In pursuing a diversity agenda. In line with the recommendation under the MCCG for gender diversity, the Board has established and adopted the Gender Diversity Policy which provides the framework for the Company to achieve objectives for gender diversity Board and senior management level.

The Board includes four (4) female members, representing 57.14% of its total composition. Their presence enhances gender diversity, bringing valuable perspectives, diverse approaches, and varied leadership styles to Board discussions.

The Board members have diverse backgrounds and experiences in various fields. Collectively, they bring a wide range of skills, experience and knowledge to manage the Group's business. The Directors are of the opinion that the current Board size and composition are optimal and are satisfied that it is appropriate for the scope and nature of the Group's business and operations as well as for facilitating effective discussions and decision making. Nevertheless, the composition and size of the Board are also reviewed periodically to ensure continued appropriateness. No individual or group dominates the Board's decision-making process.

The profiles of the respective Directors are set out in pages 6 to 12 this Annual Report.

##### 8. Re-Election of Directors

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

Pursuant to Clause 84.1 of the Company's Constitution, an election of Directors shall take place each year at the Annual General Meeting ("**AGM**") of the Company, 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 shall retire from office and be eligible for re-election. The Directors shall retire from office once at least in each three (3) years but shall be eligible for re-election. A retiring Director shall retain office until the close of the meeting at which he retires.

Upon the recommendation of the NC and the Board, the Directors who are standing for re-election at the forthcoming AGM of the Company pursuant to Clause 84.1 of the Company's Constitution are Dato' Wong Boon Ming and Mr. Chin Kok Weng.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

#### PART II – BOARD COMPOSITION (CONT'D)

##### 9. Meeting Attendance of the Board

According to the Board Charter, the Board is required to convene at least four (4) meetings in each financial year, with additional meetings to be convened as necessary, at the discretion of the Chairperson. The Company held six (6) board meetings during the FYE 2026. However, no formal meetings of the ARMC, NC and RC were held during FYE 2026 as the Board Committees were only established on 15 July 2025.

Overall, the Board is satisfied with the commitment demonstrated by the Directors in fulfilling their roles and responsibilities. The number of meetings attended by Directors during the FYE 2026 are as follows:

Directors	No. of Meetings Attended	Percentage of Attendance
Tengku Faizwa Binti Tengku Razif	6/6	100%
Dato' Wong Boon Ming	6/6	100%
Chin Kok Weng	6/6	100%
Datin Lim Gun Kiau	6/6	100%
Tan Yiing Fung	6/6	100%
Koh Eng Siong*	3/3	100%
Lim Chai Har*	3/3	100%

Note:

(\*) Appointed as the Director of the Company on 15 July 2025.

The Board members are also required to notify the Chairperson before accepting any new directorship and to indicate the time expected to be spent on the new appointment. The directorships held by any Board member at any time shall not exceed five (5) listed corporations in Malaysia.

##### 10. Tenure of Independent Directors

The Board acknowledges the recommendation by the MCCG that the tenure of an Independent Director should not exceed a cumulative term of nine (9) years. However, if the Board intends to retain a Director who has served as an Independent Director of the Company for a cumulative term of more than nine (9) years, the Board must justify its decision and seek the shareholders' approval through a two-tier voting process at a general meeting, pursuant to the Company's Constitution and Board Charter. Furthermore, the Board recognises that the tenure of an Independent Director should not exceed a cumulative term of twelve (12) years as prescribed in the AMLR. Currently, none of the Independent NEDs of the Company has served beyond nine (9) years.

##### 11. Nominating Committee

The NC is established to support and advise the Board in fulfilling its responsibilities in relation to Board composition, appointments, succession planning, and assessment of Board effectiveness, ensuring that the Board comprises the appropriate mix of skills, knowledge, experience and independence to support the Company's objectives and strategic goals.

The NC comprises exclusively Independent NEDs as follows: -

Name	Designation	Directorship
Tan Yiing Fung	Chairperson	Independent NED
Lim Chai Har	Member	Independent NED
Koh Eng Siong	Member	Independent NED

The NC was formed on 15 July 2025 and no activities were undertaken during the FYE 2026.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

#### PART II – BOARD COMPOSITION (CONT'D)

#### 12. Board Assessment

The NC is responsible for assessing the performance and effectiveness of the Board, Board Committees and individual Directors on an annual basis.

As the Company was only listed on ACE Market on 6 May 2026, no NC meeting was held during the FYE 2026. However, the NC held a NC meeting subsequent to the financial year end, to carry out their duties and conducted Board evaluation and assessment at the NC meeting held. The results of the assessment were subsequently compiled and tabled to the Board for review and consideration. The evaluation was based on the following criteria:

- (a) board composition;
- (b) board committee composition;
- (c) effectiveness of the board and board committee; and
- (d) governance of sustainability.

The Board and NC will adopt a comprehensive evaluation form for the Board and Board Committees to assess their performance based on the criteria stated in the Terms of Reference of the NC, as well as factors stated in the Directors' Fit and Proper Policy. The evaluation will also assess the quality and integrity of Directors to ensure that the Board maintains an appropriate mix of skills and experience.

Following the annual assessment conducted, the NC concluded that the Directors had satisfactorily discharged their duties and expressed satisfaction with the performance of the Board and its Committees. Consequently, the NC recommended the re-election of the retiring Directors at the upcoming AGM. All assessments and evaluations were properly documented.

The Board also recognises the importance of independence and objectivity in its decision-making process. Through the NC, the Board has assessed the independence of its Independent NEDs based on the criteria set out in the AMLR.

#### 13. Continuing Professional Development

The Board acknowledges the importance of continuous education and training to effectively discharge its responsibilities and remain apprised of relevant regulatory developments and their implications for the Group. Details of the seminars, conferences, and training programmes attended by the Board are set out below:

Directors	Seminars/Workshops/Training/Programmes
Chin Kok Weng	<ul style="list-style-type: none"> <li>• CFO Circle Physical Event – Collaborative Leadership in Sustainability Reporting on 25 July 2025</li> </ul>
Tan Yiing Fung	<ul style="list-style-type: none"> <li>• Mandatory Accreditation Programme I on 20 &amp; 21 January 2025</li> <li>• Mandatory Accreditation Programme II on 26 &amp; 27 May 2025</li> </ul>
Koh Eng Siong	<ul style="list-style-type: none"> <li>• Mandatory Accreditation Programme I on 13 &amp; 14 May 2025</li> </ul>
Lim Chai Har	<ul style="list-style-type: none"> <li>• Mandatory Accreditation Programme II on 14 &amp; 15 May 2025</li> <li>• 2026 Budget Seminar, hosted by Chartered Tax Institute of Malaysia on 21 October 2025</li> <li>• MIA Sustainability Showcase 2025, hosted by Malaysian Institute of Accountants on 10 December 2025</li> <li>• Workshop 3 – MIA Webinar Series: Anti-Money Laundering &amp; Counter Financing of Terrorism (AML/CFT) Masterclass on 11 March 2026</li> </ul>

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

#### PART II – BOARD COMPOSITION (CONT'D)

##### 13. Continuing Professional Development (Cont'd)

All the Directors have attended the requisite Mandatory Accreditation Programme ("MAP") Part I in compliance with Guidance Note 10 of the Listing Requirements.

During FYE 2026, Tengku Faizwa Binti Tengku Razif, Dato' Wong, Datin Lim and Mr. Koh Eng Siong did not attend any training programmes as the Company was only listed on the ACE Market on 6 May 2026 as well as business and professional commitments during FYE. Notwithstanding this, the Directors have kept themselves informed of relevant developments through internal briefings, discussions, and self-directed reading on regulatory, financial, and business matters. The Board acknowledges this and will ensure that relevant training opportunities are identified for them in the forthcoming year.

#### PART III – REMUNERATION

##### 14. Remuneration Committee

The RC is established to support and advise the Board in establishing and maintaining a formal, transparent, and structured remuneration framework for the Directors and senior management of the Company and the Group. In this regard, the RC assists the Board in reviewing and recommending matters relating to remuneration, including compensation, bonuses, incentives, and benefits.

The RC comprises exclusively Independent NEDs as follows:

Name	Designation	Directorship
Koh Eng Siong	Chairman	Independent NED
Lim Chai Har	Member	Independent NED
Tan Yiing Fung	Member	Independent NED

The RC was formed on 15 July 2025, and no activities were undertaken during the FYE 2026. However, the RC held a RC meeting subsequent to the financial year end, and the RC had undertaken the following activities in discharging its duties at the RC Meeting: -

- (a) reviewed and recommended the payment of Directors' fees and other benefits to the Independent NEDs of the Company for the Board's approval;
- (b) reviewed and recommended the remuneration packages for the Managing Director and Executive Directors for the Board's approval; and
- (c) reviewed and recommended the remuneration packages for key senior management for the Board's approval.

#### Terms of Reference of the RC

The Terms of Reference of the RC is available on the Company's website at  
<https://www.manforce.net>

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

#### PART III – REMUNERATION (CONT'D)

##### 15. Remuneration of Directors and Key Senior Management

The details of the Directors' remuneration of the Company and the Group on the named basis for the FYE 2026 are disclosed as follows:

##### Company

	Directors' fees RM'000	Salaries RM'000	Bonuses RM'000	Other emolument RM'000	Benefits-in-kind RM'000	Total RM'000
Tengku Faizwa Binti Tengku Razif	66	-	-	-	-	66
Dato' Wong Boon Ming	36	-	-	-	-	36
Chin Kok Weng	36	-	-	-	-	36
Datin Lim Gun Kiau	36	-	-	-	-	36
Tan Yiing Fung	35	-	-	-	-	35
Koh Eng Siong	23	-	-	-	3	26
Lim Chai Har	23	-	-	-	-	23

##### Group

	Directors' fees RM'000	Salaries RM'000	Bonuses RM'000	Other emolument RM'000	Benefits-in-kind RM'000	Total RM'000
Tengku Faizwa Binti Tengku Razif	66	-	-	-	-	66
Dato' Wong Boon Ming	36	965	149	41	-	1,191
Chin Kok Weng	36	285	30	39	-	390
Datin Lim Gun Kiau	96	-	-	-	-	96
Tan Yiing Fung	35	-	-	-	-	35
Koh Eng Siong	23	-	-	-	3	26
Lim Chai Har	23	-	-	-	-	23

The remuneration of our key senior management, including salaries, bonuses, other emoluments, and benefits-in-kind, must be reviewed and recommended by our RC and subsequently, be approved by our Board.

The Board is of the view that the disclosure of the remuneration of key senior management on a named basis may not be in the best interest of the Group, taking into consideration confidentiality, sensitivity, and security concerns associated with the remuneration of key senior management.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

#### PART III – REMUNERATION (CONT'D)

##### 15. Remuneration of Directors and Key Senior Management (Cont'd)

The Board opted to disclose the remuneration of key senior management on an unnamed basis in bands of RM50,000, as follows:

Range of Remuneration (RM)	Number of Key Senior Management
RM100,001 to RM 150,000	2
RM150,001 to RM 200,000	-
RM200,001 to RM 250,000	1
RM250,001 to RM300,000	-
RM300,001 to RM350,000	1
RM350,001 to RM400,000	-
RM600,001 to RM 650,000	-
RM650,001 to RM 700,000	1

The Board will ensure that the remuneration package remains competitive and appealing to attract, retain and incentivise the senior management.

### PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

#### PART I – AUDIT AND RISK MANAGEMENT COMMITTEE

##### 16. Effective and Independent ARMC

The ARMC is to establish a documented, formal and transparent procedure to assist the Board in fulfilling its fiduciary responsibilities relating to corporate accounting, financial reporting practices, system of risk management and internal control, the audit process and the process of monitoring compliance with laws and regulations of the Group.

The ARMC is comprised exclusively of Independent NEDs as follows:

Name	Designation	Directorship
Lim Chai Har	Chairperson	Independent NED
Tan Yiing Fung	Member	Independent NED
Koh Eng Siong	Member	Independent NED

The ARMC is being chaired by the Independent NED, Ms. Lim Chai Har and she is not the Chairperson of the Board in compliance with Practice 9.1 of the MCCG. The majority of the members of the ARMC are financially literate, whilst the Chairperson of the ARMC is a member of the MIA in compliance with Rule 15.09 (1)(c) of the AMLR.

The ARMC has adopted a policy that no former key audit partner shall be appointed as a member of the ARMC before observing a cooling-off period of at least three (3) years. Currently, no former audit partner has been appointed by the Board or employed by the Group.

The ARMC reviews the performance and remuneration of Messrs. TGS TW PLT ("**External Auditors**") before recommending their reappointment at the AGM of the Company. Additionally, the ARMC will convene meetings with the External Auditors without the presence of the Managing Director, Executive Director and management of the Group as and when necessary.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

#### PART I – AUDIT AND RISK MANAGEMENT COMMITTEE (CONT'D)

##### 16. Effective and Independent ARMC (Cont'd)

As the Company was only listed on the ACE Market of Bursa Securities on 6 May 2026, no ARMC meeting was held during the FYE 2026. Notwithstanding this, the ARMC carried out its review of the external audit and financial reporting matters subsequent to the financial year end, prior to the recommendation of the re-appointment of the External Auditors for shareholders' approval.

The ARMC also met with the External Auditors without the presence of Management to ensure the independence and effectiveness of the audit process.

Based on the ARMC's assessment of External Auditors, the Board is satisfied with their independence, quality of service and the adequacy of resources provided by the External Auditors in carrying out the annual audit for the FYE 2026. In view thereof, the Board has decided to recommend the re-appointment of Messrs. TGS TW PLT as the External Auditors for approval by shareholders at the forthcoming AGM of the Company.

The details of the activities carried out by the ARMC for the FYE 2026 and up to the date of this CG Overview Statement are set out in the ARMC Report in the Annual Report.

#### Terms of Reference of the ARMC

The Terms of Reference of the ARMC is available on the Company's website at <https://www.manforce.net>.

#### PART II – RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

##### 17. Effective Risk Management and Internal Control Framework

The Board recognises its overall responsibility for establishing and maintaining a sound risk management framework and system of internal control within the Group. These systems are designed to manage risks within the Group's defined risk appetite, rather than to eliminate the risk of failure in achieving the Group's policies, goals and objectives. They provide reasonable assurance against material misstatements in financial reporting, as well as safeguarding against financial losses or fraud.

The Company has engaged Internal Auditors to perform independent assessments on the adequacy, efficiency and effectiveness of the internal control system. The Internal Auditors report directly to the ARMC, and the internal audit plans are presented to the ARMC for review and subsequently approved by the Board to ensure appropriate audit coverage.

Further details on the Group's risk management and internal control framework, as well as an assessment of its adequacy and effectiveness, are set out in the Statement on Risk Management and Internal Control in this Annual Report.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

#### PART II - RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK (CONT'D)

##### 18. Internal Audit Function

In the preparation for the Company's transfer of listing from the LEAP Market of Bursa Securities to the ACE Market of Bursa Securities, the Company appointed SocialGreen Governance Sdn. Bhd. ("**SocialGreen**"), an independent professional firm which is free from any relationship or conflict of interest with the Group, to conduct an internal control review on the adequacy and sufficiency of the Group's corporate governance as well as risk management and internal control system. The internal control review is led by Ms. Andrea Huang Jia Mei, who is the Director of SocialGreen. Ms. Andrea is a member of the Association of Chartered Certified Accountants and a Chartered Accountant with the MIA. During FYE 2026, she was supported by a team of 6 personnel to conduct the internal control review in accordance with the International Professional Practices Framework.

The Board had also engaged a professional service firm, Eco Asia Governance Advisory Sdn. Bhd. ("**Eco Asia**") as an outsourced Internal Auditor, to support the ARMC in evaluating the adequacy and effectiveness of the Group's risk management and internal control systems. The Internal Auditor is independent and free from any relationships or conflict of interest within the Group, this allows them to perform their internal audit review objectively, impartially, proficiently and with due professional care. The Internal Auditor will conduct internal audit reviews periodically based on the approved internal audit plan, and they will report directly to the ARMC.

Further information on the Group's internal control review and internal audit function can be referred to the Statement on Risk Management and Internal Control within this Annual Report.

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

#### PART I – COMMUNICATION WITH STAKEHOLDERS

The Board acknowledges the importance of maintaining effective communication channels between the Board, and its stakeholders, promoting transparency and accountability. Stakeholders are also kept informed of the Group's business and operational developments through a range of communication channels, including the Company's website at <https://www.manforce.net>, announcements to Bursa Securities, circulars, annual reports, general meetings, and press releases.

#### PART II – CONDUCT OF GENERAL MEETINGS

The AGM provides an important platform for shareholders to engage with the Board and senior management. The Company encourages active participation from shareholders to facilitate open communication and transparency.

In accordance with the MCCG, the Board will ensure that the Notice of the forthcoming 9<sup>th</sup> AGM will be issued to shareholders at least twenty-eight (28) days in advance, allowing sufficient time for them to review the Annual Report and make the necessary arrangements to participate in the meeting.

In line with Rule 8.31A of the AMLR, all resolutions tabled at the AGM will be conducted by way of poll voting. An independent scrutineer will be appointed to verify the voting process to ensure the accuracy and integrity of the results. The outcome of the AGM will be announced to Bursa Securities on the same day, and the minutes of the AGM will be made available on the Company's website within thirty (30) business days after the meeting.

Barring any unforeseen circumstances, the Chairperson of the Board and Board Committees, all other members of the Board, the key senior management and the External Auditors will attend the 9<sup>th</sup> AGM to respond to shareholders' questions and provide clarification where necessary, reinforcing the Company's commitment to accountability and effective shareholder engagement.

This CG Overview Statement was tabled and approved by the Board on 15 June 2026.

## AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

### THE OBJECTIVES OF THE ARMC

The Board is pleased to present the ARMC Report for FYE 2026, which was prepared in accordance with Rule 15.15 of the AMLR.

The ARMC holds the responsibility for discharging its fiduciary duties on overseeing the matters relating to the corporate accounting and financial reporting as well as the implementation and maintaining of sound and effective risk management and internal control systems of the Group. Additionally, the Board, with the assistance of ARMC, to review and overseeing the effectiveness and independence of the Group's External Auditors and the quality of the internal audit function, to ensure the Group's compliance with applicable laws and regulations holistically.

### THE COMPOSITION OF THE ARMC

The ARMC consists of three (3) Board members, all of whom are Independent NEDs. The composition of the ARMC complies with Rules 15.09 and 15.10 of the AMLR and the Step-Up Practice 9.4 of MCCG. The following table discloses the members of ARMC of the Company:

Designation	Name	Directorship
Chairperson	Lim Chai Har	Independent NED
Member	Tan Yiing Fung	Independent NED
Member	Koh Eng Siong	Independent NED

The Group's ARMC is led by Ms. Lim Chai Har, who is a qualified individual, being a member of the MIA. Thus, the Group's ARMC meets the requirements disclosed under Rule 15.09(1)(c) of the AMLR and Practice 9.5 of the MCCG. Additionally, Ms. Lim Chair Har is not serving as the Chairperson of the Board, which complies with Rule 15.10 of the AMLR and Practice 9.1 of the MCCG. This segregation promotes objectivity, integrity and credibility towards the Group's financial reporting and audit processes. All members of ARMC are financially literate, competent, and capable of understanding matters under the purview of the ARMC, including the financial reporting process. In addition, the Company complies with Rule 15.09(2) of the Listing Requirement as there is no alternate director appointed as a member of the ARMC.

### MEETINGS AND ATTENDANCE

The ARMC was established on 15 July 2025 and no meeting was held during the FYE 2026 since its formation.

Subsequent to the financial year end, the ARMC conducted a total of three (3) meetings on 17 March 2026, 27 April 2026 and 15 June 2026 respectively. The ARMC meetings were held in accordance with the requirements delineated in Terms of Reference. The meeting agenda and the meeting papers were distributed to the ARMC members in accordance with its Terms of Reference, to ensure that sufficient time is provided for the ARMC to peruse the relevant materials in order to facilitate their deliberation and decision-making in the scheduled meetings.

All discussions and decisions made during the ARMC meetings were duly recorded by the Company Secretary. The minutes were then tabled at the following ARMC meetings for confirmation and presented to the Board for notation. These minutes were properly documented and maintained in accordance with applicable regulations and governance practices. The ARMC Chairperson briefs the Board on the proceedings of each ARMC meeting at the Board Meeting to ensure that the Board is informed of matters that may significantly impact the financial condition or affairs of the Group.

## AUDIT AND RISK MANAGEMENT COMMITTEE REPORT (CONT'D)

### TERMS OF REFERENCE

The authorities and duties of the ARMC are governed by the Terms of Reference of the ARMC. The Terms of Reference of the ARMC set out the composition, authority, duties and responsibilities of the ARMC, and is available to the public on the Company's website at <https://www.manforce.net/>.

The NC and the Board review the terms of office of ARMC and assess the performance of the ARMC and its members through an annual Board Committees Assessment form. The NC and Board is satisfied that the ARMC and its members have discharged their functions, duties and responsibilities in accordance with the ARMC's Terms of Reference.

### SUMMARY OF THE ACTIVITIES OF THE ARMC

In accordance with the Terms of Reference, the ARMC has carried out the following activities during the FYE 2026 and up to the date of this Annual Report: -

#### Financial Reporting

- reviewed the Reporting Accountant's Report and Pro Forma Consolidated Statements for inclusion in the draft prospectus in relation to the Proposed Transfer Listing from LEAP Market to ACE Market of Bursa Securities;
- reviewed and ensured that the Group's financial reporting and disclosure requirements are in accordance with the applicable Malaysian Financial Reporting Standards ("MFRSs"), IFRS Accounting Standards ("IFRSs"), Act and AMLR; and
- reviewed the half-yearly report on consolidated results, quarterly unaudited financial results and annual audited financial statements of the Group before recommending the same to the Board for approval and release to Bursa Securities.

#### External Audit

- reviewed the audit review memorandum and discussed with the External Auditors the results of their audit, their comments on the significant audit findings, management letter and their evaluation of the internal controls and recommended the same to the Board for approval;
- evaluated the effectiveness and performance of the External Auditors, by taking into consideration of their independence, suitability, objectivity, competency, and resources, and recommended to the Board for their re-appointment; and
- conducted a private session with External Auditors on 27 April 2026 to discuss any issues arising from audits without the presence of the Executive Directors and Management, where the External Auditors were given the opportunity to raise any issues of concern directly to the ARMC.

#### Internal Audit

- reviewed the Internal Audit Review Report and Internal Audit Planning which included details such as audit scope, timeline and proposed fees of the internal audit services to ensure adequacy of the scope and sufficient coverage over the activities of the Group;
- evaluated the effectiveness and performance of the Internal Auditors, after taking into consideration their independence, performance, competence and experience and their resources to ensure the effectiveness of internal audit function; and
- conducted a private session with Internal Auditors on 27 April 2026 to discuss any issues arising from audits without the presence of the Executive Directors and Management, where the Internal Auditors were given the opportunity to raise any issues of concern directly to the ARMC.

## AUDIT AND RISK MANAGEMENT COMMITTEE REPORT (CONT'D)

### Risk Management and Internal Control

- reviewed the group risk management policy; and
- reviewed and discussed the key sustainability-related risks and opportunities relevant to the Group.

### Related Party Transactions ("RPT") and Conflict of Interest ("COI") and/or Potential COI

- reviewed the RPT and recurrent related party transactions of a revenue or trading nature ("RRPT") entered or to be entered by the Group; and
- reviewed the COI and/or potential COI situations that may arise or persist with the Board by reviewing all Directors' confirmation and declaration on their COI and/or potential COI via Letter of Declaration. As at the date of this Report, the ARMC concluded that none of the Directors and key senior management has any COI and/or potential COI with the Company and/or its subsidiaries.

### Corporate Governance and Regulatory Compliance

- reviewed the adequacy of the Group's Whistle-blowing Policy and the procedures therein; and
- reviewed the ARMC Report, Statement on Risk Management and Internal Control and Sustainability Statement before recommending them to the Board's approval and inclusion in the Company's Annual Report.

Additionally, the ARMC retains the flexibility to request the presence of External Auditors and/or Internal Auditors at its meetings, enhancing the depth of its deliberations. Moreover, other members of the Board and the Management of the Group may attend the meeting held, specifically relevant to the matters being discussed, upon invitation of the ARMC. This inclusive approach promotes collaboration and ensures informed decision-making within the Committee.

### INTERNAL AUDIT FUNCTION

In the preparation for the Company's transfer of listing from the LEAP Market of Bursa Securities to the ACE Market of Bursa Securities, the Company appointed SocialGreen, an independent professional firm which is free from any relationship or conflict of interest within the Group. This allows them to conduct an internal control review on the adequacy and sufficiency of the Group's corporate governance as well as risk management and internal control system. The review was carried out for the following specified key processes:

- Corporate Governance and Risk Management
- Finance and Accounts
- Fixed Asset Management
- Human Resource and Administration
- General Information Technology Controls
- Procurement and Sourcing
- Sales and Marketing
- General Safety, Health, and Environment
- Operation and Hostel Management
- Project and Store management
- Overseas and Payroll, Outsource and Insurance

We also appointed a professional service firm, Eco Asia as an outsourced Internal Auditor, to support the ARMC in evaluating the adequacy and effectiveness of the Group's risk management and internal control systems. The Internal Auditor is independent and free from any relationships or conflict of interest within the Group, this allows them to perform their internal audit review objectively, impartially, proficiently and with due professional care. The Internal Auditor will conduct internal audit reviews periodically based on the approved internal audit plan, and they will report directly to the ARMC.

The total audit fees incurred for the FYE 2026 amount to RM130,000.00.

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

The ARMC Report was approved by the Board on 15 June 2026.

## STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

The Board is pleased to present the Statement on Risk Management and Internal Control ("SORMIC") for the FYE 2026, which outlines the internal control and risk management efforts of the Group. The SORMIC is prepared in accordance with the following:

- Rule 15.26(b) of the AMLR;
- Principal B of the MCCG; and
- Guidance from the SORMIC: Guidelines for Directors of Listed Issuers ("**Guidelines**").

### THE BOARD'S RESPONSIBILITY IN RISK MANAGEMENT

The Board acknowledges its overall responsibility for maintaining an effective system of risk management and internal control to safeguard shareholders' interests, protect the Group's assets, and support the achievement of the Group's strategic and operational objectives.

In discharging these responsibilities, the Board oversees a structured risk management framework that is guided by formalised policies and procedures across the Group. These principles promote a balanced approach to risk-taking in pursuit of business objectives while ensuring that risks are identified, assessed, and managed prudently and with discipline.

The Board fosters a strong risk-aware culture throughout the Group, where the responsibility for managing risks is embedded at all levels of the organisation. The management is accountable for implementing sound risk management practices, while employees are expected to uphold them in their day-to-day operations. Continuous efforts are also undertaken to enhance risk awareness and understanding across the Group.

While the Board retains overall accountability for risk management, the implementation of the framework is delegated to the management of the Group. The Managing Director, supported by the risk management committee, is responsible for ensuring that the risk management processes are effectively executed and consistently applied across the Group.

The Board also obtains independent assurance on the adequacy and effectiveness of the Group's risk management and internal control systems through various channels, including the internal audit function and, where applicable, External Auditors and other independent parties.

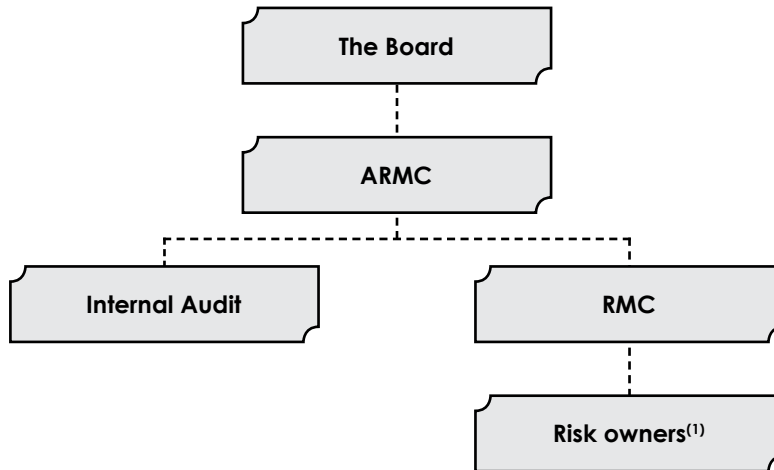
In fulfilling its oversight role, the Board undertakes the following responsibilities:

- determining and approving the Group's risk management policies, including risk appetite and tolerance levels;
- reviewing key risks faced by the Group and ensuring that appropriate mitigation strategies and action plans are in place; and
- assessing the adequacy and effectiveness of the Group's governance, risk management, and internal control systems to ensure that risks are managed within acceptable parameters.

## STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (CONT'D)

### THE RISK MANAGEMENT COMMITTEE

The Board is supported by a management-level Risk Management Committee ("**RMC**"), which comprises key senior management personnel from various departments within the Group. The RMC is responsible for assisting the ARMC in the implementation and monitoring of the Group's risk management framework and reports key risk matters to the ARMC and the Board for oversight and deliberation. The reporting structure of the RMC is as follows:



#### Note:

<sup>(1)</sup> A risk owner is the individual accountable for the risks arising from a specific business process under their control. They continuously identify risks and assess controls, strengthening them where inadequate; ensure their staff understands the relevant risk exposures and controls; and report emerging or changing risks to the RMC, supporting it in developing and annually updating the action plans and key risks register.

The RMC undertakes the identification, assessment, monitoring, and management of key risks across the Group, and ensures that appropriate mitigation measures are developed and implemented in line with the Group's risk appetite and strategic objectives. The RMC also promotes risk awareness across the organisation and facilitates the consistent application of risk management practices.

Key risk matters, including updates on risk profiles and mitigation actions, are regularly reported by the RMC to the ARMC and the Board for their review and oversight.

### RISK MANAGEMENT FRAMEWORK

The Group has established a risk management framework, which is known as the Company Risk Management Framework (the "**RMF**" or "**Framework**"), which is integrated into its management processes and embedded within day-to-day business activities. The RMF provides a systematic approach for identifying, assessing, managing, and monitoring risks across the Group, in support of its strategic and operational objectives.

Under the RMF, risks are identified across all business units using established parameters and are documented in the Group's risk registers. This includes both existing and emerging risks that may impact the achievement of the Group's business goals and strategies.

## STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (CONT'D)

### RISK MANAGEMENT FRAMEWORK (CONT'D)

The key processes within the RMF include:

- **Risk identification:** identification of existing and emerging risks across the Group's operations, which are documented in the Group's risk registers;
- **Risk assessment:** evaluation of identified risks based on their likelihood and potential impact, taking into consideration financial, operational, reputational, and health, safety, and environmental factors;
- **Control identification:** identification of existing internal controls, including preventive, detective and corrective measures, and assessment of their effectiveness to determine the level of residual risk;
- **Risk treatment:** determination of suitable risk treatment strategies, including risk avoidance, reduction, acceptance, or sharing, based on the nature and significance of the residual risks; and
- **Control activities, monitoring and reporting:** ongoing monitoring of risk exposures and mitigation measures, with regular reporting to the RMC, ARMC and the Board, with periodic updating of key risk register.

During FYE 2026, the Board and management continued to oversee key risk areas through regular management discussions and review by the ARMC. The following risks are monitored by the management and reviewed periodically by the ARMC to ensure that appropriate mitigation measures remain effective:

Risk category	Potential impact	Mitigating methods
Foreign Worker Dependency and Operational Risk	Dependency on the availability, quality, and suitability of foreign workers sourced from various countries. There is also an inherent risk that workers may not fully meet operational expectations or adapt effectively upon deployment	<ul style="list-style-type: none"> <li>• Diversification of recruitment sources across multiple countries and foreign partners</li> <li>• Pre-deployment training and competency assessments</li> </ul>
Credit and Cash Flow Risk	The Group advances salaries, allowances, and upfront costs (levy, insurance, work permits, accommodation) on behalf of customers, resulting in a timing mismatch between cash outflows and customer receipts. There is also a risk of delayed or default payments by customers.	<ul style="list-style-type: none"> <li>• Credit evaluation and periodic review of customer limits</li> <li>• Monthly monitoring of trade receivables aging</li> </ul>
Information Technology and Data Security Risk	The Group relies on IT systems to store sensitive data, including personal, employment, and financial information. These systems are hosted by third-party service providers, exposing the Group to cybersecurity and data breach risks	<ul style="list-style-type: none"> <li>• Implementation of firewalls, access controls, and security monitoring</li> <li>• Ongoing review of IT security measures with service providers</li> </ul>
Regulatory and Compliance Risk	The Group operates in a regulated environment and is subject to employment, foreign worker, and corporate governance requirements. Any non-compliance may result in regulatory sanctions or reputational impact.	<ul style="list-style-type: none"> <li>• Regular review and update of internal policies</li> <li>• Compliance checks embedded in operational processes</li> </ul>

## STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (CONT'D)

### EFFECTIVE RISK MANAGEMENT AND INTERNAL CONTROL SYSTEM

The Group's risk management and internal control system continues to play a key role in supporting operational efficiency, safeguarding assets, and promoting sound corporate governance. The Board has delegated the responsibility of monitoring the effectiveness of the internal control system to the ARMC, which in turn reports its findings to the Board. Significant matters arising from the review of internal controls are escalated to the Board for consideration during scheduled Board meetings.

In the preparation for the Company's transfer of listing from the LEAP Market of Bursa Securities to the ACE Market of Bursa Securities, the Group engaged SocialGreen to provide advisory and internal control review services to support the enhancement of the Group's governance, internal control framework and compliance requirements at the stage of development. Nevertheless, the internal control system is regularly reviewed and updated to ensure its continued relevance and effectiveness in adapting to changing circumstances.

The key internal controls in place within the Group include, amongst others:

- (i) Implementation of a Board Charter for the Board and Terms of References for Board Committees (i.e. ARMC, NC and RC) to advocate a defined level of duties and authorities;
- (ii) Well-defined organisation structure with clear reporting lines to promote appropriate segregation and delegation of responsibilities;
- (iii) Formalisation of several company policies, including the Anti-Bribery and Anti-Corruption Policy, Code of Conduct, as well as Whistle-blowing Policy to foster integrity and ethical behaviours within the Group;
- (iv) Adoption of Directors' Fit and Proper Policy to guide the NC with formal objective criteria in considering the appointment and re-appointment of Directors;
- (v) Implementation of Standard Operation Procedures covering various operational areas to ensure consistency and uniformity in internal procedures in alignment with the Group's business objectives; and
- (vi) Clearly documented operational and management procedures to regulate relevant key processes in compliance with its ISO 9001:2015.

### INTERNAL AUDIT FUNCTION

Our Group was successfully transferred its listing from LEAP Market of Bursa Securities to the ACE Market of Bursa Securities on 6 May 2026. As part of our Group's on-going commitment to strengthen our internal control measures and in compliance with Rule 15.27 of the AMLR, Eco Asia was appointed as the outsourced Internal Auditor of the Group.

The internal audit function supports the ARMC in assessing the adequacy and effectiveness of the Group's governance, risk management and internal control systems within its approved audit scope. Findings from internal audit reviews are reported to the ARMC and the Board and are used as a basis for updating the Group's risk registers, where relevant.

The internal audit function is led by Ms. Janeeta Salim, an Associate Director at Eco Asia. She is an Associate Member of the Institute of Internal Auditors Malaysia and has experience in internal audit engagements across various industries. The Internal Auditor is independent of the Group's operations and free from any relationships or conflicts of interest. Internal audit reviews will be conducted based on an approved internal audit plan, with findings and recommendations reported directly to the ARMC. Follow-up reviews will be carried out to monitor the implementation of agreed corrective actions within the stipulated timeframe.

## STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (CONT'D)

### INTERNAL AUDIT FUNCTION (CONT'D)

During the FYE 2026, two (2) internal audit reviews had been carried out by the Internal Auditors:

Quarter reviewed	Entity for Review	Scope of Review
Quarter 2, 2026	Manforce Group Berhad	IT General Controls
Quarter 3, 2026	Manforce Group Berhad	Enterprise Risk Management

Upon completion of the internal audit fieldwork, the internal audit reports were tabled at the scheduled ARMC meetings. The Internal Auditors presented their findings, root cause analysis and recommendations, together with management's responses and proposed action plans, for discussion and deliberation. Members of the ARMC actively participated in these deliberations.

Updates on the implementation status of action plans arising from previous internal audit reports were subsequently presented at the following ARMC meetings for further review and consideration. Based on the internal audit reviews conducted during the financial year, no material internal control weaknesses were identified that would have resulted in significant losses to the Group.

The total audit fees incurred for the FYE 2026 amount to RM130,000.00.

### REVIEW OF THIS STATEMENT BY EXTERNAL AUDITORS

The External Auditors, TGS TW PLT, have reviewed this SORMIC pursuant to Rule 15.23 of the AMLR Audit and Assurance Practice Guide 3 for inclusion in the Company's Annual Report for the FYE 2026.

The review was performed in accordance with the recommended practice issued by the MIA and does not require the External Auditors to consider whether this Statement 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.

Based on their review, the External Auditors have reported to the Board that nothing has come to their attention that causes them to believe that this Statement is not prepared, in all material respects, in accordance with the required Guidelines, nor that it contains any material factual inaccuracies.

### MANAGEMENT ASSURANCE AND CONCLUSION

The Board has received assurance from the Managing Director and Finance Director that the Group's risk management and internal control system is operating effectively, in all material respects for FYE 2026 and up to the date of approval of this SORMIC for inclusion in this Annual Report. The Board is satisfied that the Group's current risk management and internal control system is aligned with its business objectives and supports the management of risks within the Group's established risk appetite and tolerance levels. Accordingly, the system is considered adequate and effective in safeguarding shareholders' investments, protecting stakeholders' interests, and preserving the Group's assets.

The Board recognises the importance of continuous enhancement of the Group's risk management and internal control framework in response to an evolving and dynamic business environment. In this regard, the Board and management remain committed to ongoing efforts to strengthen and improve the effectiveness of the Group's risk management and internal control system.

This SORMIC was approved by the Board on 15 June 2026.

## STATEMENT OF DIRECTORS' RESPONSIBILITY

The Directors are responsible for the preparation of financial statements of the Group and of the Company, as at the end of each financial year, which have been made out in accordance with the applicable MFRSs, IFRSs, the provisions of the Act and the AMLR.

The Directors are also required by the Act to be responsible for ensuring that the financial statements 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 financial year ended 28 February 2026, the Directors have observed the following criteria:

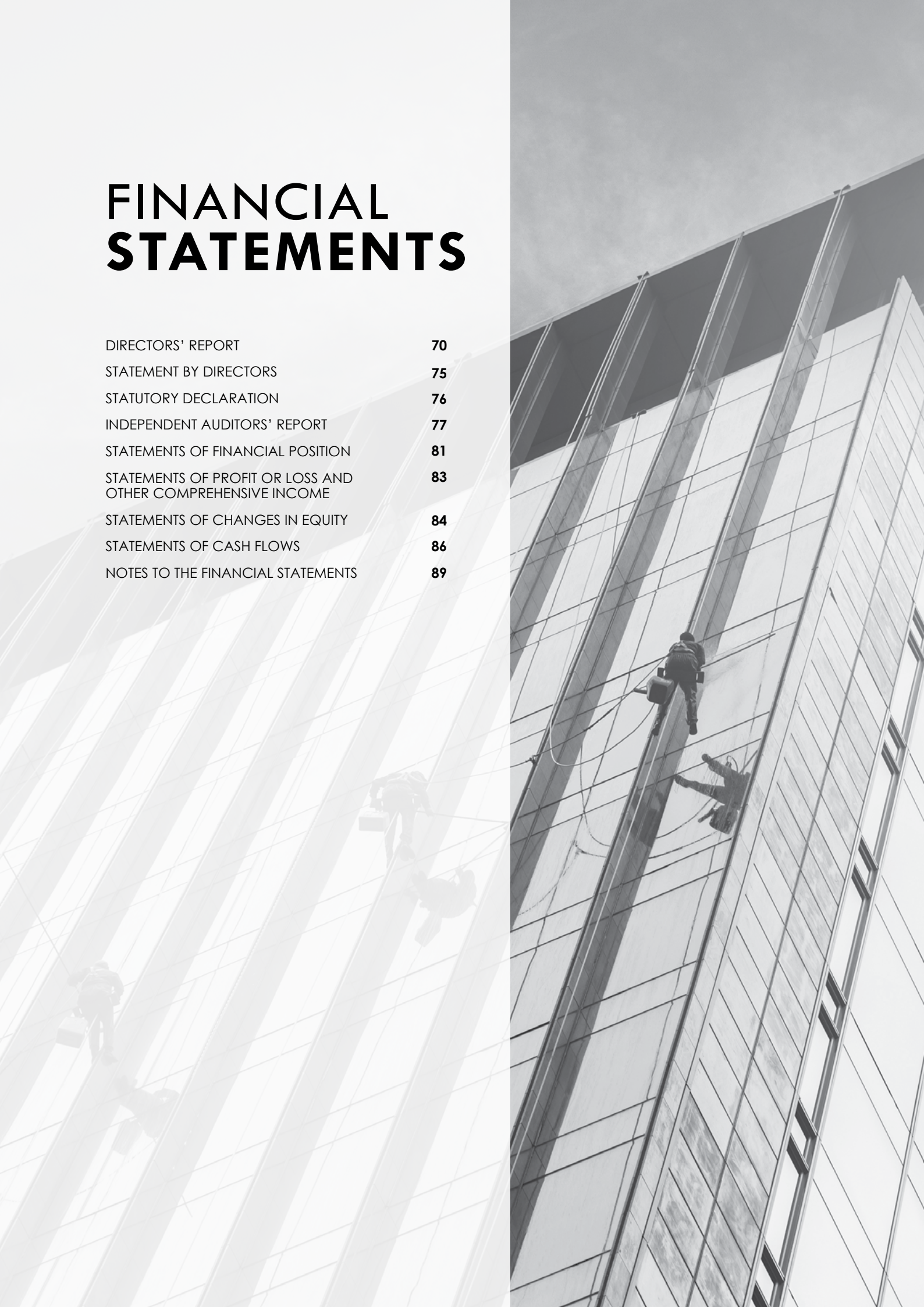
- adopted and consistently applied the appropriate accounting policies;
- made judgments and estimates that are prudent and reasonable;
- prepared the financial statements on a going concern basis; and
- disclosed whether the applicable accounting standards have been complied with, subject to any material departures disclosed and explained in the financial statements.

The Directors are responsible for ensuring that the Group and the Company maintain proper accounting records which disclose the financial position of the Group and of the Company with reasonable accuracy and enabling them to ensure that the financial statements comply with the AMLR and adhere to the Act.

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

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## DIRECTORS' REPORT

The Directors hereby submit their report together with the audited financial statements of the Group and of the Company for the financial year ended 28 February 2026.

### Principal activity

The principal activity of the Company is engaged in investment holding. The principal activities of its subsidiaries are disclosed in Note 7 to the financial statements.

### Financial results

	Group RM	Company RM
Profit/(Loss) for the financial year	7,876,390	(155,807)
Attributable to:		
Owners of the Company	8,205,331	(155,807)
Non-controlling interest	(328,941)	-
	7,876,390	(155,807)

### Reserves and provisions

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

### Dividends

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

### Issue of shares and debentures

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

### Options granted over unissued shares

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

## DIRECTORS' REPORT (CONT'D)

### Directors

The Directors in office during the financial year until the date of this report are:

Tengku Faizwa Binti Tengku Razif  
 Dato' Wong Boon Ming\*  
 Datin Lim Gun Kiau\*  
 Chin Kok Weng  
 Tan Yiing Fung  
 Koh Eng Siong (Appointed on 15 July 2025)  
 Lim Chai Har (Appointed on 15 July 2025)

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

Wong Chew Li

\* Directors of the Company and certain subsidiaries

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

### Directors' interests in shares

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

	At 1.3.2025	Number of ordinary shares		At 28.2.2026
		Bought	Sold	
<b>Interests in the Company</b>				
<b>Direct interests</b>				
Dato' Wong Boon Ming	253,486,662	-	-	253,486,662
Datin Lim Gun Kiau	27,198,518	-	-	27,198,518

By virtue of their interests in the shares of the Company, Dato' Wong Boon Ming and Datin Lim Gun Kiau are also deemed interested in the shares of all the subsidiaries during the financial year to the extent that the Company has an interest under Section 8 of the Companies Act 2016 in Malaysia.

Other than as disclosed above, none of the other Directors in office at the end of the financial year have any interest in shares in the Company or its related corporations during the financial year.

## DIRECTORS' REPORT (CONT'D)

### Directors' benefits

Since the end of the previous financial year, no Director of the Company has received or become entitled to receive a benefit (other than a benefit included in the aggregate amount of remuneration received or due and receivable by Directors as shown below) by reason of a contract made by the Company or a related corporation with the Director or with a firm of which the Director is a member, or with a company in which the Director has a substantial financial interest, other than Directors who have significant financial interests in companies which traded with certain companies in the Group in the ordinary course of business as disclosed in Note 30(b) to the financial statements.

The details of the Directors' fees and remuneration for the financial year ended 28 February 2026 are set out below:

	Group RM	Company RM
Fees	314,710	254,710
Salaries and other emoluments	1,428,711	-
Defined contribution plans	78,249	-
Social security contributions	2,139	-
Other benefits	2,993	2,750
	1,826,802	257,460

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

### Indemnity and insurance costs

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

### Other statutory information

- (a) Before the financial statements of the Group and of the Company were prepared, the Directors took reasonable steps:
- (i) to ascertain that action had been taken in relation to the writing off of bad debts and the making of allowance for doubtful debts and satisfied themselves that all known bad debts had been written off and that adequate allowance had been made for doubtful debts; and
  - (ii) to ensure that any current assets which were unlikely to be realised in the ordinary course of business including the value of current assets as shown in the accounting records of the Group and of the Company have been written down to an amount which the current assets might be expected so to realise.

**Other statutory information (Cont'd)**

- (b) At the date of this report, the Directors are not aware of any circumstances:
- (i) which would render the amounts written off for bad debts or the amount of the allowance for doubtful debts in the financial statements of the Group and of the Company inadequate to any substantial extent; or
  - (ii) which would render the values attributed to current assets in the financial statements of the Group and of the Company misleading; or
  - (iii) not otherwise dealt with in this report or the financial statements of the Group and of the Company which would render any amount stated in the financial statements misleading; or
  - (iv) which have arisen which would render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.
- (c) At the date of this report, there does not exist:
- (i) any charge on the assets of the Group and of the Company which has arisen since the end of the financial year which secures the liabilities of any other person; or
  - (ii) any contingent liability of the Group and of the Company which has arisen since the end of the financial year.
- (d) In the opinion of the Directors:
- (i) no contingent liability or other liability has become enforceable or is likely to become enforceable within the period of twelve months after the end of the financial year which will or may affect substantially the ability of the Group and of the Company to meet their obligations as and when they fall due;
  - (ii) the results of the operations of the Group and of the Company during the financial year were not substantially affected by any item, transaction or event of a material and unusual nature; and
  - (iii) there has not arisen in the interval between the end of the financial year and the date of this report any item, transaction or event of a material and unusual nature likely to affect substantially the results of the operations of the Group and of the Company for the financial year in which this report is made.

**Subsidiaries**

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

**Events after the reporting period**

The events after the reporting period are disclosed in Note 37 to the financial statements.

**DIRECTORS' REPORT**  
(CONT'D)

**Auditors**

The Auditors, Messrs. TGS TW PLT (202106000004 (LLP0026851-LCA) & AF002345), have expressed their willingness to continue in office.

Auditors' remuneration of the Group and of the Company as set out in Note 25 to the financial statements are RM238,000 and RM60,000 respectively.

Signed on behalf of the Board of Directors in accordance with a resolution of the Directors dated 15 June 2026.

**DATO' WONG BOON MING**

**CHIN KOK WENG**

KUALA LUMPUR

## **STATEMENT BY DIRECTORS**

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

We, the undersigned, being two of the Directors of the Company, do hereby state that, in the opinion of the Directors, the financial statements set out on pages 81 to 130 are drawn up in accordance with Malaysian Financial Reporting Standards, International Financial Reporting 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 at 28 February 2026 and of their financial performance and cash flows for the financial year then ended.

Signed on behalf of the Board of Directors in accordance with a resolution of the Directors dated 15 June 2026.

**DATO' WONG BOON MING**

**CHIN KOK WENG**

KUALA LUMPUR

**STATUTORY DECLARATION**

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

I, Chin Kok Weng, being the Director primarily responsible for the financial management of Manforce Group Berhad, do solemnly and sincerely declare that to the best of my knowledge and belief, the financial statements set out on pages 81 to 130 are correct and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act 1960.

Subscribed and solemnly declared by     )  
the abovenamed at Kuala Lumpur in the    )  
Federal Territory on 15 June 2026         )

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**CHIN KOK WENG**  
(MIA Membership No. 22517)

Before me,

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**Shi' Aratul Akmar Binti Sahari**  
(W788)  
Commissioner for Oaths

# INDEPENDENT AUDITORS' REPORT

## TO THE MEMBERS OF MANFORCE GROUP BERHAD

[Registration No.: 201701014455 (1228620-V)] (Incorporated in Malaysia)

### Report on the audit of the financial statements

#### Opinion

We have audited the financial statements of Manforce Group Berhad, which comprise the statements of financial position as at 28 February 2026 of the Group and of the Company, and the statements of profit or loss and other comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 81 to 130.

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 28 February 2026, and of their financial performance and their cash flows for the financial year then in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

#### Basis for opinion

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

#### *Independence and other ethical responsibilities*

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

Key audit matters	How we addressed the key audit matters
<p>1. Revenue recognition</p> <p>Referring to Note 23 to the financial statements. The Group's revenue for the financial year ended 28 February 2026 amounted to RM174.9 million. The main revenue streams of the Group are segregated into foreign worker management services, manual labour, hostel management services and others ancillary services. We identified revenue recognition in respect of services to be an area of audit focus as it is to be a possible cause of higher risk of material misstatements in the timing and measurement of revenue recognised, specifically, we focused our audit efforts to determine the possibility of overstatement of revenue.</p>	<p>We performed the following audit procedures, among others:</p> <ul style="list-style-type: none"> <li>• Tested the operating effectiveness of the Group's internal controls over timing and amount of revenue recognised;</li> <li>• Reviewed the terms of significant sales contracts to determine the point of transfer of control over services;</li> <li>• Discussed with the management to understand the sales arrangements and review the documentations that support the arrangements;</li> <li>• Tested sales transactions as well as credit notes issued, near to the financial year end to assess whether the revenue was recognised in the correct period; and</li> <li>• Assessed the completeness, accuracy and relevance of disclosures required by MFRS 15 <i>Revenue from Contract with Customers</i>.</li> </ul>

**INDEPENDENT AUDITORS' REPORT**  
**TO THE MEMBERS OF MANFORCE GROUP BERHAD (CONT'D)**  
 [Registration No.: 201701014455 (1228620-V)] (Incorporated in Malaysia)

**Report on the audit of the financial statements (Cont'd)**

**Key audit matters (Cont'd)**

Key audit matters	How we addressed the key audit matters
<p>2. Recoverability of trade receivables</p> <p>Referring to Note 11 to the financial statements. The Group's trade receivables amounted to RM18.0 million, representing approximately 28% of the Group's total current assets as at 28 February 2026.</p> <p>The assessment of recoverability of the receivables involved judgements and estimation uncertainty in analysing historical bad debts, customer concentration, customer creditworthiness and customer payment terms.</p>	<p>We obtained the understanding of the Group's credit risk policy and tested the processes used by management to assess credit exposure.</p> <ul style="list-style-type: none"> <li>• Assessed the reasonableness of the methods and assumptions used by management in estimating the recoverable amount and impairment loss, which include consideration of the current economic.</li> <li>• Tested the accuracy and completeness of the data used by the management.</li> <li>• Reviewed the adequacy of the amount of impairment loss and inquired the management regarding the recoverability of a sample of trade receivables that are past due but not impaired accounts and review of customers' correspondence.</li> <li>• Evaluated the appropriateness and adequacy of the disclosures of expected credit loss in accordance with MFRS 9 Financial Instruments.</li> </ul>

There is no key audit matter to be communicated in respect of the audit of the financial statements of 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 Directors' 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 Directors' Report 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 Directors' Report and, in doing so, consider whether the Directors' Report 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 the Directors' Report, 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, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia. The Directors are also responsible for such internal control as the Directors determine is necessary to enable the preparation of financial statements of the Group and of the Company that are free from material misstatement, whether due to fraud or error.

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

**INDEPENDENT AUDITORS' REPORT**  
**TO THE MEMBERS OF MANFORCE GROUP BERHAD (CONT'D)**  
[Registration No.: 201701014455 (1228620-V)] (Incorporated in Malaysia)

**Report on the audit of the financial statements (Cont'd)**

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

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

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

- Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.
- Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and 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 and 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 financial statements of the Group. We are responsible for the direction, supervision and review of the audit work performed for purpose 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**  
TO THE MEMBERS OF MANFORCE GROUP BERHAD (CONT'D)  
[Registration No.: 201701014455 (1228620-V)] (Incorporated in Malaysia)

**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.

**TGS TW PLT**

202106000004 (LLP0026851-LCA) & AF002345  
Chartered Accountants

**TEOH CHEY YEAT**

03447/08/2027 J  
Chartered Accountant

KUALA LUMPUR  
15 June 2026

## STATEMENTS OF FINANCIAL POSITION

AS AT 28 FEBRUARY 2026

	Note	Group		Company	
		2026 RM	2025 RM	2026 RM	2025 RM
<b>ASSETS</b>					
<b>Non-current assets</b>					
Property, plant and equipment	3	943,415	466,491	536	726
Right-of-use assets	4	4,318,715	4,648,416	-	-
Investment property	5	454,643	459,630	-	-
Intangible assets	6	141,535	136,863	-	-
Investment in a subsidiary	7	-	-	19,873,416	19,873,416
Other investments	8	2,905,359	2,547,514	2,221,262	1,883,490
Deferred tax assets	9	51,711	72,274	-	-
		8,815,378	8,331,188	22,095,214	21,757,632
<b>Current assets</b>					
Inventories	10	60,658	68,069	-	-
Trade receivables	11	18,009,146	17,304,341	-	-
Other receivables	12	17,212,394	15,162,404	2,069,059	468,561
Contract assets	13	12,351,572	12,597,826	-	-
Tax recoverable		96,600	499,444	-	-
Fixed deposits with licensed banks	14	4,790,933	3,660,124	-	-
Cash and bank balances	15	10,971,005	10,157,968	259,087	73,053
		63,492,308	59,450,176	2,328,146	541,614
<b>Total assets</b>		<b>72,307,686</b>	<b>67,781,364</b>	<b>24,423,360</b>	<b>22,299,246</b>
<b>EQUITY</b>					
Share capital	16	21,329,102	21,329,102	21,329,102	21,329,102
Reorganisation reserves	17	(12,599,259)	(12,599,259)	-	-
Retained earnings/Accumulated losses		36,989,387	28,784,056	(1,298,179)	(1,142,372)
Equity attributable to owners of the Company		45,719,230	37,513,899	20,030,923	20,186,730
Non-controlling interests ("NCI")	7(a)	(767,642)	(438,701)	-	-
<b>Total equity</b>		<b>44,951,588</b>	<b>37,075,198</b>	<b>20,030,923</b>	<b>20,186,730</b>

STATEMENTS OF FINANCIAL POSITION  
AS AT 28 FEBRUARY 2026 (CONT'D)

		Group		Company	
	Note	2026 RM	2025 RM	2026 RM	2025 RM
<b>LIABILITIES</b>					
<b>Non-current liabilities</b>					
Loans and borrowings	18	3,589,124	5,411,331	-	-
Hire purchase and lease liabilities	19	320,438	647,232	-	-
Deferred tax liabilities	9	15,949	-	-	-
		3,925,511	6,058,563	-	-
<b>Current liabilities</b>					
Loans and borrowings	18	7,674,318	8,571,622	-	-
Hire purchase and lease liabilities	19	687,079	586,575	-	-
Trade payables	20	707,037	1,271,962	-	-
Other payables	21	13,433,374	13,468,724	692,437	167,433
Amount due to a subsidiary	22	-	-	3,700,000	1,945,083
Tax payable		928,779	748,720	-	-
		23,430,587	24,647,603	4,392,437	2,112,516
<b>Total liabilities</b>		27,356,098	30,706,166	4,392,437	2,112,516
<b>Total equity and liabilities</b>		72,307,686	67,781,364	24,423,360	22,299,246

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

## STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 28 FEBRUARY 2026

	Note	Group		Company	
		2026 RM	2025 RM	2026 RM	2025 RM
Revenue	23	174,917,631	181,092,669	42,025	97,627
Cost of sales		(148,787,830)	(151,821,604)	-	-
Gross profit		26,129,801	29,271,065	42,025	97,627
Other income		749,438	486,751	337,772	-
Administrative expenses		(15,899,570)	(14,297,581)	(535,604)	(434,756)
Net gain/(loss) on impairment of financial assets		60,494	(327,323)	-	-
Other expenses		(50,503)	(404,036)	-	(346,285)
<b>Profit/(Loss) from operations</b>		10,989,660	14,728,876	(155,807)	(683,414)
Finance costs	24	(999,830)	(1,148,878)	-	-
<b>Profit/(Loss) before tax</b>	25	9,989,830	13,579,998	(155,807)	(683,414)
Taxation	26	(2,113,440)	(3,386,117)	-	-
<b>Profit/(Loss) for the financial year, representing total comprehensive income/(loss) for the financial year</b>		7,876,390	10,193,881	(155,807)	(683,414)
<b>Total comprehensive income/ (loss) for the financial year attributable to:</b>					
Owners of the Company		8,205,331	10,595,382	(155,807)	(683,414)
NCI		(328,941)	(401,501)	-	-
		7,876,390	10,193,881	(155,807)	(683,414)
<b>Earnings per share:</b>					
Basic (sen)	27	2.56	3.31		
Diluted (sen)	27	2.56	3.31		

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

## STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 28 FEBRUARY 2026

	Attributable to owners of the Company					Total equity RM
	Share capital RM	Non-distributable Reorganisation reserve RM	Distributable Retained earnings RM	NCI RM	Total RM	
<b>Group</b>						
<b>At 1 March 2024</b>	21,329,102	(12,599,259)	18,144,665	-	26,874,508	26,874,508
Profit for the financial year, representing total comprehensive income for the financial year	-	-	10,595,382	(401,501)	10,193,881	10,193,881
<b>Transaction with owners:</b>						
Disposal of shares of a subsidiary to NCI	-	-	44,009	(37,200)	6,809	6,809
	7(c)					
<b>At 28 February 2025</b>	21,329,102	(12,599,259)	28,784,056	(438,701)	37,075,198	37,075,198
<b>At 1 March 2025</b>	21,329,102	(12,599,259)	28,784,056	(438,701)	37,075,198	37,075,198
Profit for the financial year, representing total comprehensive income for the financial year	-	-	8,205,331	(328,941)	7,876,390	7,876,390
<b>At 28 February 2026</b>	21,329,102	(12,599,259)	36,989,387	(767,642)	44,951,588	44,951,588

STATEMENTS OF CHANGES IN EQUITY  
FOR THE FINANCIAL YEAR ENDED 28 FEBRUARY 2026  
(CONT'D)

	Share capital RM	Accumulated losses RM	Total equity RM
<b>Company</b>			
<b>At 1 March 2024</b>	21,329,102	(458,958)	20,870,144
Loss for the financial year, representing total comprehensive loss for the financial year	-	(683,414)	(683,414)
<b>At 28 February 2025</b>	21,329,102	(1,142,372)	20,186,730
<b>At 1 March 2025</b>	21,329,102	(1,142,372)	20,186,730
Loss for the financial year, representing total comprehensive loss for the financial year	-	(155,807)	(155,807)
<b>At 28 February 2026</b>	21,329,102	(1,298,179)	20,030,923

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

**STATEMENTS OF CASH FLOWS**

FOR THE FINANCIAL YEAR ENDED 28 FEBRUARY 2026

	Note	Group		Company	
		2026 RM	2025 RM	2026 RM	2025 RM
<b>Cash flows from operating activities</b>					
Profit/(Loss) before tax		9,989,830	13,579,998	(155,807)	(683,414)
Adjustments for:					
Amortisation of intangible assets		50,468	25,375	-	-
Allowance for expected credit losses on:					
- Trade receivables		68,626	402,792	-	-
- Other receivables		14,712	17,963	-	-
Bad debts written off		35	24,128	-	-
Deposit forfeited		-	(25,550)	-	-
Depreciation of:					
- Property, plant and equipment		265,497	152,925	190	190
- Right-of-use assets		839,867	781,706	-	-
- Investment property		4,987	4,987	-	-
Dividend income from other investment		(42,025)	(97,627)	(42,025)	(97,627)
Fair value (gain)/loss on other investment		(337,772)	346,285	(337,772)	346,285
Gain on disposal of property, plant and equipment		(56,200)	-	-	-
Gain on early termination of lease contracts		(7,159)	(20,473)	-	-
Interest income		(111,157)	(98,033)	-	-
Interest expenses		999,830	1,148,878	-	-
Inventories written off		-	1,143	-	-
Property, plant and equipment written off		-	8,248	-	-
Reversal of expected credit losses on:					
- Trade receivables		(137,147)	(93,067)	-	-
- Other receivables		(6,685)	(365)	-	-
Reversal of impairment loss on investment property		-	(74,617)	-	-
Unwinding of discount on non-current financial asset at amortised cost		(20,073)	(19,383)	-	-
Operating profit/(loss) before working capital changes		11,515,634	16,065,313	(535,414)	(434,566)
Changes in working capital:					
Contract balances		246,254	(2,576,306)	-	-
Inventories		7,411	(1,164)	-	-
Receivables		(2,694,336)	(3,412,158)	(1,600,498)	(446,500)
Payables		(600,275)	3,122,611	525,004	(311,257)
Cash generated from/(used in) operations		8,474,688	13,198,296	(1,610,908)	(1,192,323)
Tax paid		(2,395,556)	(3,096,021)	-	-
Tax refunded		901,531	166,163	-	-
Net cash from/(used in) operating activities		6,980,663	10,268,438	(1,610,908)	(1,192,323)

STATEMENTS OF CASH FLOWS  
FOR THE FINANCIAL YEAR ENDED 28 FEBRUARY 2026  
(CONT'D)

	Note	Group		Company	
		2026 RM	2025 RM	2026 RM	2025 RM
<b>Cash flows from investing activities</b>					
Dividend received from other investment		42,025	97,627	42,025	97,627
Interest received		348	948	-	-
Proceeds from disposal of property, plant and equipment		56,200	-	-	-
Proceeds from disposal of shares to NCI		-	6,809	-	-
Purchase of intangible assets		(55,140)	(37,750)	-	-
Net purchase of quoted equity securities		-	(127,050)	-	(127,050)
Purchase of property, plant and equipment		(708,688)	(233,749)	-	-
Net cash (used in)/from investing activities		(665,255)	(293,165)	42,025	(29,423)
<b>Cash flows from financing activities</b>					
Interest paid		(999,830)	(1,148,878)	-	-
Interest received		110,809	97,085	-	-
Net drawdown of term loans		(2,047,012)	(1,361,968)	-	-
Net drawdown of revolving credit		(500,000)	-	-	-
Placement of fixed deposits pledged with licensed banks		(1,130,809)	(1,118,272)	-	-
Repayment of hire purchase and lease liabilities	A	(763,030)	(677,452)	-	-
Advances from a subsidiary		-	-	1,754,917	1,230,083
Net cash (used in)/from financing activities		(5,329,872)	(4,209,485)	1,754,917	1,230,083
<b>Net increase in cash and cash equivalents</b>		985,536	5,765,788	186,034	8,337
<b>Cash and cash equivalents at the beginning of the financial year</b>		9,342,353	3,576,565	73,053	64,716
<b>Cash and cash equivalents at the end of the financial year</b>		10,327,889	9,342,353	259,087	73,053

STATEMENTS OF CASH FLOWS  
FOR THE FINANCIAL YEAR ENDED 28 FEBRUARY 2026  
(CONT'D)

	Note	Group		Company	
		2026 RM	2025 RM	2026 RM	2025 RM
<b>Cash and cash equivalents at the end of the financial year comprises:</b>					
Cash and bank balances		10,971,005	10,157,968	259,087	73,053
Fixed deposits with licensed banks		4,790,933	3,660,124	-	-
Bank overdrafts		(393,116)	(565,615)	-	-
		15,368,822	13,252,477	259,087	73,053
Less: Fixed deposits pledged with licensed banks		(4,790,933)	(3,660,124)	-	-
Less: Cash and bank balances pledged		(250,000)	(250,000)	-	-
		10,327,889	9,342,353	259,087	73,053

**NOTE TO THE STATEMENTS OF CASH FLOWS**

**A. Cash outflows for leases as a lessee**

	Note	Group	
		2026 RM	2025 RM
Included in net cash (used in)/from operating activities:			
Payment relating to low value assets	25	84,596	201,328
Payment relating to short-term leases	25	4,318,153	2,041,187
		4,402,749	2,242,515
Included in net cash (used in)/from financing activities:			
Payment of lease liabilities		763,030	677,452
Payment of interest on hire purchase and lease liabilities	24	98,068	101,101
		861,098	778,553
		5,263,847	3,021,068

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

## NOTES TO THE FINANCIAL STATEMENTS

### 1. Corporate information

The Company is a public limited liability company, incorporated and domiciled in Malaysia and listed on the ACE Market of Bursa Malaysia Securities Berhad following the completion of its transfer of listing from the Leading Entrepreneur Accelerator Platform ("LEAP") Market to the ACE Market on 6 May 2026.

The registered office of the Company is located at No. D-09-02, Level 9, EXSIM Tower, Millerz Square @ Old Klang Road, Megan Legasi, No. 357, Jalan Kelang Lama, 58000 Kuala Lumpur, Wilayah Persekutuan Kuala Lumpur.

The principal place of business of the Company is located at No. 13-02, Jalan PJU 5/20E, Pusat Perdagangan Kota Damansara, PJU 5, Kota Damansara, 47810 Petaling Jaya, Selangor Darul Ehsan.

The principal activities of the Company are engaged in investment holding. The principal activities of its subsidiaries are disclosed in Note 7 to the financial statements.

### 2. Basis of preparation

#### (a) Statement of compliance

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

The financial statements of the Group and of the Company have been prepared under the historical cost convention, unless otherwise indicated in the material accounting policy information in the respective notes.

The Group and the Company have consistently applied the accounting policies throughout all periods presented in the financial statements unless otherwise stated.

#### (i) Adoption of new and amended standards

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

Amendments to MFRS 121	Lack of Exchangeability
------------------------	-------------------------

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

#### (ii) Standard issued but not yet effective

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

		Effective dates for financial periods <u>beginning on or after</u>
Amendments to MFRS 9 and MFRS 7	Amendments to the Classification and Measurement of Financial Instruments	1 January 2026
Annual Improvements - Volume 11	Amendments to MFRS 1 Amendments to MFRS 7 Amendments to MFRS 9 Amendments to MFRS 10 Amendments to MFRS 107	1 January 2026

## NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

### 2. Basis of preparation (Cont'd)

#### (a) Statement of compliance (Cont'd)

##### (ii) Standard issued but not yet effective (Cont'd)

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

		Effective dates for financial periods beginning on or after
Amendments to MFRS 9 and MFRS 7	Contracts Referencing Nature-dependent Electricity	1 January 2026
MFRS 18	Presentation and Disclosure in Financial Statements	1 January 2027
MFRS 19	Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to MFRS 19	Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to MFRS 121	Translation to a Hyperinflationary Presentation Currency	1 January 2027
Amendments to MFRS 10 and MFRS 128	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Deferred until further notice

The Group and the Company intend to adopt the above new and amendments to MFRSs when they become effective.

The initial application of the above-mentioned new and amendments to MFRSs are not expected to have any significant impacts on the financial statements of the Group and of the Company.

#### (b) Functional and presentation currency

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

#### (c) Significant accounting judgements, estimates and assumptions

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

NOTES TO THE FINANCIAL STATEMENTS  
(CONT'D)**2. Basis of preparation (Cont'd)****(c) Significant accounting judgements, estimates and assumptions (Cont'd)****Judgements**

The following are the judgements made by management in applying the accounting policies that have the most significant effect on the amounts recognised in the financial statements:

Satisfaction of performance obligations in relation to contracts with customers

The Group is required to assess each of its contracts with customers to determine whether performance obligations are satisfied over time or at a point in time in order to determine the appropriate method for recognising revenue. This assessment was made based on the terms and conditions of the contracts, and the provisions of relevant laws and regulation.

The Group recognises revenue over time in the following circumstances:

- (i) The customer simultaneously receives and consumes the benefits provided by the Group's performance as the Group performs;
- (ii) The Group does not create an asset with an alternative use to the Group and has an enforceable right to payment for performance completed to date; and
- (iii) The Group's performance creates or enhances an asset that the customer controls as the asset is created or enhanced.

When the above criteria are not met, revenue is recognised at a point in time. Where revenue is recognised at a point in time, the Group assesses each contract with customers to determine when the performance obligation of the Group under the contract is satisfied.

Determining the lease term of contracts with renewal and termination options - Group as lessee

The Group determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if they are reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if they are reasonably certain not to be exercised.

The Group has several lease contracts that include extension and termination options. The Group applies judgement in evaluating whether it is reasonably certain whether or not to exercise the option to renew or terminate the lease. That is, it considers all relevant factors that create an economic incentive for it to exercise either the renewal or termination. After the commencement date, the Group reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to renew or to terminate (e.g., construction of significant leasehold improvements or significant customisation to the leased asset).

The Group includes the renewal period as part of the lease term for leases of land and building with non-cancellable period included as part of the lease term as these are reasonably certain to be exercised because there will be a significant negative effect on operation if a replacement asset is not readily available. Furthermore, the periods covered by termination options are included as part of the lease term only when they are reasonably certain not to be exercised.

Control over a subsidiary with 49% equity interest

Note 7 to the financial statements describes that Agensi Pekerjaan Manforce Resources (M) Sdn. Bhd. ("APM") is a subsidiary of the Group even though the Group owns less than half of the ownership interest and has less than half of the voting power.

The Group has de-facto control over APM by obtaining written undertakings from Dato' Wong Boon Ming (remaining shareholder) that he will always vote in tandem with the Group on all shareholders' resolutions of APM.

## NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

### 2. Basis of preparation (Cont'd)

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

##### **Key sources of estimation uncertainty**

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

##### Useful lives of property, plant and equipment, right-of-use (ROU) assets and investment property

The Group and the Company regularly review the estimated useful lives of property, plant and equipment, ROU assets and investment property based on factors such as business plan and strategies, expected level of usage and future technological developments. Future results of operations could be materially affected by changes in these estimates brought about by changes in the factors mentioned above. A reduction in the estimated useful lives of property, plant and equipment, ROU assets and investment property would increase the recorded depreciation and decrease the value of property, plant and equipment, ROU assets and investment property.

The carrying amounts at the reporting date for property, plant and equipment, ROU assets and investment property are disclosed in Notes 3, 4 and 5 to the financial statements respectively.

##### Recoverability of goodwill

The Group determines whether goodwill is impaired at least on an annual basis. This requires an estimation of the value-in-use of the cash-generating units to which the goodwill is allocated. Estimating the value-in-use amount requires the Group to make an estimate of the expected future cash flows from the cash-generating unit and also to choose a suitable discount rate in order to calculate the present value of those cash flows. The key assumptions used to determine the value-in-use is disclosed in Note 6 to the financial statements.

##### Amortisation of software

The Group regularly reviews the estimated useful lives of software based on the changes in the expected level of usage and technological development, therefore future amortisation charges could be revised. The carrying amount at the reporting date for software is disclosed in Note 6 to the financial statements.

##### Impairment of investment properties

Investment property is measured at cost less accumulated depreciation and accumulated impairment losses, if any. The carrying amount of the investment property is compared to its fair value to determine whether there is any impairment loss to be recognised. The fair value of the investment property of the Group was estimated by the Directors based on recent transacted prices in the market of properties with similar condition and location.

The carrying amount at the reporting date for investment property is disclosed in Note 5 to the financial statements.

##### Inventories valuation

Inventories are measured at the lower of cost and net realisable value. The Group estimated the net realisable value of inventories based on an assessment of expected selling prices. Demand levels and pricing completion could change from time to time. If such factors result in an adverse effect on the Group's products, the Group might be required to reduce the value of its inventories. Details of inventories are disclosed in Note 10 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS  
(CONT'D)**2. Basis of preparation (Cont'd)****(c) Significant accounting judgements, estimates and assumptions (Cont'd)****Key sources of estimation uncertainty (Cont'd)**Deferred tax assets

Deferred tax assets are recognised for all unused business losses, unabsorbed capital allowances and other deductible temporary differences to the extent that it is probable that taxable profit will be available against which the unused business losses, unabsorbed capital allowances and other deductible temporary differences can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and level of future taxable profits together with future tax planning strategies. The carrying value of recognised and unrecognised deferred tax assets are disclosed in Note 9 to the financial statements.

Determination of transaction prices

The Group is required to determine the transaction price in respect of each of its contracts with customers. In making such judgement the Group assesses the impact of any variable consideration in the contract due to discounts or penalties in the contract.

There is no estimation required in determining the transaction price, as revenue from sale of goods or rendering of services are based on invoiced values. Discounts are not considered as they are only given in rare circumstances.

Discount rate used in leases

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

Provision for expected credit loss of financial assets at amortised cost and contract assets

The Group and the Company review the recoverability of its receivables and contract assets at each reporting date to assess whether an impairment loss should be recognised. The impairment provisions for receivables and contract assets are based on assumptions about risk of default and expected loss rates. The Group and the Company use judgement in making these assumptions and selecting the inputs to the impairment calculation, based on the Group's and the Company's past history and existing market conditions as well as forward looking estimates.

The Group and the Company use a provision matrix to calculate expected credit loss for receivables and contract assets. The provision rates are based on number of days past due.

The provision matrix is initially based on the Group's and the Company's historical observed default rates. The Group and the Company will calibrate the matrix to adjust the historical credit loss experience. At every reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analysed.

The assessment of the correlation between historical observed default rates, forecast economic conditions and expected credit loss is a significant estimate.

The carrying amounts at the reporting date for receivables and contract assets are disclosed in Notes 11, 12 and 13 to the financial statements respectively.

## NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

### 2. Basis of preparation (Cont'd)

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

##### Key sources of estimation uncertainty (Cont'd)

###### Income taxes

Judgement is involved in determining the provision for income taxes. There are certain transactions and computations for which the ultimate tax determination is uncertain during the ordinary course of business.

The Group and the Company recognise liabilities for expected tax issues based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recognised, such differences will impact the income tax and deferred tax provisions in the period in which such determination is made.

NOTES TO THE FINANCIAL STATEMENTS  
(CONT'D)

3. Property, plant and equipment

Group Cost	Computer RM	Motor vehicles RM	Furniture and fittings RM	Cleaning equipment RM	Office equipment RM	Renovation and signboard RM	Total RM
At 1 March 2024	668,632	678,146	175,523	217,011	220,278	686,408	2,645,998
Additions	117,939	-	50,450	60,641	4,719	-	233,749
Written off	(15,228)	-	-	-	-	-	(15,228)
At 28 February 2025	771,343	678,146	225,973	277,652	224,997	686,408	2,864,519
Additions	251,167	157,374	79,750	-	2,097	218,300	708,688
Transfer from right-of-use assets (Note 4)	-	88,000	-	-	-	-	88,000
Disposals	-	(124,050)	-	-	-	-	(124,050)
At 28 February 2026	1,022,510	799,470	305,723	277,652	227,094	904,708	3,537,157
<b>Accumulated depreciation</b>							
At 1 March 2024	607,366	678,146	119,501	168,890	193,606	484,574	2,252,083
Charge for the financial year	75,452	-	13,511	33,189	6,303	24,470	152,925
Written off	(6,980)	-	-	-	-	-	(6,980)
At 28 February 2025	675,838	678,146	133,012	202,079	199,909	509,044	2,398,028
Charge for the financial year	140,136	34,184	18,369	36,016	5,241	31,551	265,497
Transfer from right-of-use assets (Note 4)	-	54,267	-	-	-	-	54,267
Disposals	-	(124,050)	-	-	-	-	(124,050)
At 28 February 2026	815,974	642,547	151,381	238,095	205,150	540,595	2,593,742
<b>Carrying amount</b>							
At 28 February 2026	206,536	156,923	154,342	39,557	21,944	364,113	943,415
At 28 February 2025	95,505	-	92,961	75,573	25,088	177,364	466,491

## NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

### 3. Property, plant and equipment (Cont'd)

	<b>Furniture and fittings RM</b>
<b>Company Cost</b>	
At 1 March 2024/At 28 February 2025/At 28 February 2026	1,896
<b>Accumulated depreciation</b>	
At 1 March 2024	980
Charge for the financial year	190
At 28 February 2025	1,170
Charge for the financial year	190
At 28 February 2026	1,360
<b>Carrying amount</b>	
At 28 February 2026	536
At 28 February 2025	726

(a) Material accounting policy information

Property, plant and equipment are stated at cost less accumulated depreciation and accumulated impairment losses.

Depreciation of property, plant and equipment is recognised in the profit or loss on straight-line basis to write off the cost of each asset to its residual value over its estimated useful life.

Property, plant and equipment are depreciated based on the estimated useful lives of the assets as follows:

Computer	20% - 50%
Motor vehicles	20%
Furniture and fittings	10%
Cleaning equipment	10%
Office equipment	10% - 20%
Renovation and signboard	10%

NOTES TO THE FINANCIAL STATEMENTS  
(CONT'D)

4. Right-of-use assets

	Leasehold land and buildings RM	Office building RM	Motor vehicles RM	Hostels RM	Total RM
<b>Group Cost</b>					
At 1 March 2024	3,962,467	236,342	712,053	966,075	5,876,937
Additions	-	-	-	1,216,733	1,216,733
Early termination of lease contracts	-	-	-	(426,589)	(426,589)
Expiration of lease contracts	-	-	-	(280,665)	(280,665)
At 28 February 2025	3,962,467	236,342	712,053	1,475,554	6,386,416
Additions	-	62,907	-	670,437	733,344
Transfer to property, plant and equipment (Note 3)	-	-	(88,000)	-	(88,000)
Early termination of lease contracts	-	-	-	(405,243)	(405,243)
Expiration of lease contracts	-	-	-	(577,304)	(577,304)
At 28 February 2026	3,962,467	299,249	624,053	1,163,444	6,049,213
<b>Accumulated depreciation</b>					
At 1 March 2024	565,866	4,924	199,263	563,710	1,333,763
Charge for the financial year	40,637	59,086	142,410	539,573	781,706
Early terminations of lease contracts	-	-	-	(96,804)	(96,804)
Expiration of lease contracts	-	-	-	(280,665)	(280,665)
At 28 February 2025	606,503	64,010	341,673	725,814	1,738,000
Charge for the financial year	40,637	85,296	129,211	584,723	839,867
Transfer to property, plant and equipment (Note 3)	-	-	(54,267)	-	(54,267)
Early termination of lease contracts	-	-	-	(215,798)	(215,798)
Expiration of lease contracts	-	-	-	(577,304)	(577,304)
At 28 February 2026	647,140	149,306	416,617	517,435	1,730,498
<b>Carrying amount</b>					
At 28 February 2026	3,315,327	149,943	207,436	646,009	4,318,715
At 28 February 2025	3,355,964	172,332	370,380	749,740	4,648,416

## NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

### 4. Right-of-use assets (Cont'd)

(a) Material accounting policy information

ROU assets are stated at cost less accumulated depreciation and accumulated impairment losses.

Depreciation of ROU assets are recognised in profit or loss on straight-line method from the commencement date to the earlier of the end of the useful life of ROU assets or the end of the lease term.

The estimated useful lives of the ROU assets are as follows:

Leasehold land and buildings	Over the remaining lease period of 99 years
Office building	Over the remaining lease period
Motor vehicles	20%
Hostels	Over the remaining lease period

(b) The Group has pledged its leasehold land and buildings amounted to RM3,315,327 (2025: RM3,355,964) to a licensed bank as securities for banking facilities granted to the Group as disclosed in Note 18 to the financial statements.

### 5. Investment property

	<b>Leasehold building RM</b>
<b>Group Cost</b>	
At 1 March 2024/28 February 2025/28 February 2026	473,760
<b>Accumulated depreciation</b>	
At 1 March 2024	9,143
Charge for the financial year	4,987
At 28 February 2025	14,130
Charge for the financial year	4,987
At 28 February 2026	19,117
<b>Accumulated impairment losses</b>	
At 1 March 2024	74,617
Charge for the financial year	(74,617)
At 28 February 2025/28 February 2026	-
<b>Carrying amount</b>	
At 28 February 2026	454,643
At 28 February 2025	459,630
<b>Fair value</b>	
At 28 February 2026	454,726
At 28 February 2025	513,513

## NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

### 5. Investment property (Cont'd)

(a) Material accounting policy information

Investment property is measured at cost, including transaction costs, less any accumulated depreciation and accumulated impairment losses.

Investment property is depreciated on a straight-line basis to write down the cost of each asset to their residual values over their estimated useful lives. The principal annual depreciation rate is:

Leasehold building Over the remaining lease period of 99 years

(b) The fair value of the investment property of the Group was estimated by the Directors based on recent transacted prices in the market of properties with similar condition and location. In estimating the fair value of the investment property, the highest and best use of the investment property in their current use. The fair value is within level 3 of the fair value hierarchy.

(c) Income and expenses recognised in profit or loss

The following are recognised in profit or loss in respect of investment property:

	<b>2026</b>	<b>2025</b>
	<b>RM</b>	<b>RM</b>
<b>Group</b>		
Rental income	7,799	5,729
Direct operating expenses	701	1,772

### 6. Intangible assets

	<b>Goodwill on consolidation</b>	<b>Computer software</b>	<b>Total</b>
	<b>RM</b>	<b>RM</b>	<b>RM</b>
<b>Group Cost</b>			
At 1 March 2024	101,530	216,480	318,010
Additions through separately acquired	-	37,750	37,750
At 28 February 2025	101,530	254,230	355,760
Additions through separately acquired	-	55,140	55,140
At 28 February 2026	101,530	309,370	410,900
<b>Accumulated amortisation</b>			
At 1 March 2023	-	193,522	193,522
Charge for the financial year	-	25,375	25,375
At 28 February 2025	-	218,897	218,897
Charge for the financial year	-	50,468	50,468
At 28 February 2026	-	269,365	269,365

## NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

### 6. Intangible assets (Cont'd)

	Goodwill on consolidation RM	Computer software RM	Total RM
<b>Group (Cont'd)</b>			
<b>Carrying amount</b>			
At 28 February 2026	101,530	40,005	141,535
At 28 February 2025	101,530	35,333	136,863

Computer software represents computer programmes in the form of source code and object code that have been acquired for the use in foreign worker management services.

#### (a) Material accounting policy information

Intangible assets with finite useful lives that are acquired separately are carried at cost less any accumulated amortisation and accumulated impairment losses. Amortisation is recognised on a straight-line basis over its estimated useful lives.

Intangible assets are amortised based on the useful lives of the assets as follow:

Computer software	50%
-------------------	-----

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

#### (b) Impairment assessment

For the purpose of impairment testing, goodwill is allocated to the Group's operating divisions which represent the lowest CGU level within the Group at which the goodwill is monitored for internal management purposes.

The recoverable amount of CGU is determined based on value-in-use calculations using cash flows projection from financial budgets and forecasts approved by the Directors covering a five-years period. Discount rate was estimated based on the industry weighted average cost of capital. The rate used to discount the forecast cash flows is 4.00% (2025: 3.66%).

The value assigned to the key assumptions represent management's assessment of future trends in the cash-generating units and are based on both external sources and internal historical data.

### 7. Investment in a subsidiary

	Company	
	2026 RM	2025 RM
Unquoted shares, at cost	13,599,259	13,599,259
Capital contribution to a subsidiary	6,274,157	6,274,157
	19,873,416	19,873,416

## NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

### 7. Investment in a subsidiary (Cont'd)

The capital contribution to a subsidiary represents loan to a subsidiary of which the settlement is neither planned nor likely to occur in foreseeable future. These amounts are, in substance, provided an exposure similar to equity and is part of the investment in the subsidiary.

The details of the subsidiaries are as follows:

Name of company	Place of business/ Country of incorporation	Effective interest		Principal activities
		2026 %	2025 %	
Manforce Resources (M) Sdn. Bhd. ("MRSB")	Malaysia	100	100	Involved in investment holding and provision of foreign workers' management services.
<b>Subsidiaries of MRSB</b>				
Adwatrans Sdn. Bhd. ("ASB")	Malaysia	100	100	Provision of manual labour services.
Panda Cleaning Services Sdn. Bhd. ("PCSB")	Malaysia	100	100	Provision of cleaning and sanitising services under the manual labour services.
Reflexi Resources (M) Sdn. Bhd. ("RRSB")	Malaysia	100	100	Provision of manual labour services under the manufacturing services and construction works.
IMI Management & Services Sdn. Bhd. ("IMI")	Malaysia	100	100	Provision of manual labour services under for manufacturing services.
Gigaway Concept Sdn. Bhd. ("GCSB")	Malaysia	100	100	Provision of cleaning and sanitising services under the manual labour services.
APM	Malaysia	49*	49*	Provision of employment, recruitment and worker placement.
Manforce E&T Sdn. Bhd. ("MFET")	Malaysia	100	100	Provision of insurance products and services, human resource consultancy services, labour recruitment and provision of personnel services.
Manpower Locations Strategies Sdn. Bhd. ("MLS")	Malaysia	100	100	Provision of cleaning and general services.

\* The Group has classified APM as an indirect subsidiary held through MRSB, even though the Group owns less than half of the ownership interest in APM and less than half of its voting power. The Group has de-facto control over APM by obtaining written undertaking from Dato' Wong Boon Ming (remaining shareholder) that he will always vote in tandem with the Group on all shareholders' resolutions of APM.

## NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

### 7. Investment in a subsidiary (Cont'd)

#### (a) NCI

Set out below are the Group's subsidiary that has non-controlling interests:

Name of company	Proportion of ownership interest and voting rights		Loss allocated to NCI		Accumulated NCI	
	2026	2025	2026	2025	2026	2025
	%	%	RM	RM	RM	RM
APM	51	51	(328,941)	(401,501)	(767,642)	(438,701)

Summarised financial information for subsidiary that has non-controlling interest is set out below. The summarised financial information below represents amounts before inter-company eliminations.

#### Summarised statement of financial position

	APM	
	2026 RM	2025 RM
Non-current asset	111	149
Current assets	519,378	344,329
Current liabilities	(2,024,669)	(1,204,676)
Net liabilities	(1,505,180)	(860,198)

#### Summarised statement of profit or loss and other comprehensive income

	APM	
	2026 RM	2025 RM
Revenue	27,300	101,610
Loss for the financial year, representing total comprehensive loss for the financial year	(644,982)	(936,019)

#### Summarised statement of cash flows

	APM	
	2026 RM	2025 RM
Cash flows used in operating activities	(712,432)	(447,935)
Cash flows from financing activities	831,053	423,805
Net changes in cash and cash equivalents	118,621	(24,130)

## NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

### 7. Investment in a subsidiary (Cont'd)

- (b) Disposal of shares without loss of control

During the prior financial year

On 13 June 2024, MRSB, a wholly-owned subsidiary of the Company, disposed of 127,500 ordinary shares in APM, representing 51% of equity interests in APM, for a total cash consideration of RM6,809.

- (c) Material accounting policy information

Investment in a subsidiary is measured in the Company's statement of financial position at cost less accumulated impairment losses.

### 8. Other investments

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
<b>At fair value through profit or loss ("FVTPL")</b>				
Quoted equity securities in Malaysia	2,221,262	1,883,490	2,221,262	1,883,490
<b>At amortised cost</b>				
Unquoted debt security (a)	584,447	564,374	-	-
Unquoted investment fund	99,650	99,650	-	-
	684,097	664,024	-	-
	2,905,359	2,547,514	2,221,262	1,883,490

- (a) The unquoted debt security represents the Business Loan Levy Term Assurance ("BLTA") policies, which were acquired on 17 December 2015 as a security to the term loan as disclosed in Note 18 to the financial statements. This financial asset carries an effective interest rate of 3.5% per annum and is receivable on 17 December 2030 at the nominal amount of RM692,001.

### 9. Deferred tax assets/(liabilities)

	Group	
	2026 RM	2025 RM
At the beginning of the financial year	72,274	82,009
Recognised in profit or loss	(36,512)	(9,735)
At the end of the financial year	35,762	72,274

## NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

### 9. Deferred tax assets/(liabilities) (Cont'd)

The net deferred tax assets and liabilities shown on the statements of financial position after appropriate offsetting are as follows:

	2026 RM	Group 2025 RM
Deferred tax assets	51,711	72,274
Deferred tax liabilities	(15,949)	-
	35,762	72,274

The components of deferred tax assets/(liabilities) are made up of temporary differences arising from:

	2026 RM	Group 2025 RM
Property, plant and equipment	(59,954)	(18,747)
Provisions	59,529	84,812
Right-of-use assets	9,187	6,209
Unutilised capital allowances	27,000	-
	35,762	72,274

#### Deferred tax assets not recognised

Deferred tax assets (stated at gross) have not been recognised in respect of the following items:

	2026 RM	Group 2025 RM
Property, plant and equipment	7,650	(74,183)
Investment property	-	539
Provisions	152,426	116,718
Unabsorbed business losses	2,005,242	3,295,641
Unutilised capital allowances	-	91,383
	2,165,318	3,430,098

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

### 10. Inventories

	2026 RM	Group 2025 RM
<b>At cost</b>		
Cleaning chemicals and tools	60,658	68,069
<b>Recognised in profit or loss:</b>		
Inventories recognised as cost of sales	15,987	16,326
Inventories written off	-	1,143

Inventories are stated at the lower of cost and net realisable value and determined using first-in-first-out basis.

## NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

### 11. Trade receivables

	Group	
	2026 RM	2025 RM
Trade receivables	19,034,482	18,398,198
Less: Allowance for expected credit losses ("ECLs")	(1,025,336)	(1,093,857)
	18,009,146	17,304,341

Trade receivables are non-interest bearing and are generally on credit terms of cash terms to 60 (2025: cash term to 60) days. They are recognised at their original invoice amounts which represent their values on initial recognition.

Included in the trade receivables of the Group is RMNil (2025: RM5,925) due from companies in which Directors have interest.

Movements in the allowance for ECLs of trade receivables are as follows:

	Group	
	2026 RM	2025 RM
At the beginning of the financial year	1,093,857	784,132
Charge for the financial year	68,626	402,792
Reversal for the financial year	(137,147)	(93,067)
At the end of the financial year	1,025,336	1,093,857

The following table provides information about the exposure to credit risk and allowance for ECLs for the trade receivables and contract assets which are grouped together as they are expected to have similar risk nature:

	Gross amount RM	ECLs RM	Net amount RM
<b>Group</b>			
<b>2026</b>			
Not past due	23,500,210	(147,962)	23,352,248
Past due:			
Less than 30 days	3,105,102	(55,715)	3,049,387
31 to 60 days	258,262	(9,889)	248,373
61 to 90 days	1,763,578	(49,498)	1,714,080
More than 90 days	2,727,305	(730,675)	1,996,630
	31,354,457	(993,739)	30,360,718
<b>Credit impaired</b>			
Individually impaired	31,597	(31,597)	-
	31,386,054	(1,025,336)	30,360,718

## NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

### 11. Trade receivables (Cont'd)

The following table provides information about the exposure to credit risk and allowance for ECLs for the trade receivables and contract assets which are grouped together as they are expected to have similar risk nature: (Cont'd)

	Gross amount RM	ECLs RM	Net amount RM
<b>Group (Cont'd)</b>			
<b>2025</b>			
Not past due	24,515,978	(346,942)	24,169,036
Past due:			
Less than 30 days	1,342,861	(35,272)	1,307,589
31 to 60 days	2,082,973	(55,287)	2,027,686
61 to 90 days	801,263	(16,231)	785,032
More than 90 days	1,777,079	(164,255)	1,612,824
	30,520,154	(617,987)	29,902,167
<b>Credit impaired</b>			
Individually impaired	638,425	(638,425)	-
	31,158,579	(1,256,412)	29,902,167
		<b>Group</b>	<b>2025</b>
		<b>2026</b>	<b>RM</b>
		<b>RM</b>	<b>RM</b>
Trade receivables		18,009,146	17,304,341
Contract assets (Note 13)		12,351,572	12,597,826
		30,360,718	29,902,167

### 12. Other receivables

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Non-trade receivables	1,414,948	1,155,570	-	-
Less: Allowance for ECLs	(48,837)	(40,810)	-	-
	1,366,111	1,114,760	-	-
Deposits	6,593,759	5,896,672	61	61
Prepayments	9,252,524	8,150,972	2,068,998	468,500
	17,212,394	15,162,404	2,069,059	468,561

## NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

### 12. Other receivables (Cont'd)

Movements in the allowance for ECLs of other receivables are as follows:

	2026 RM	Group 2025 RM
At the beginning of the financial year	40,810	23,212
Charge for the financial year	14,712	17,963
Reversal for the financial year	(6,685)	(365)
At the end of the financial year	48,837	40,810

The prepayment primarily represents advance payments of levy fees to the Immigration Department of Malaysia in respect of foreign workers, including levies for the renewal of permits for existing workers, as well as expenses incurred in relation to the transfer of listing amounting to RM2,046,998 (2025: RM446,500).

### 13. Contract assets

	2026 RM	Group 2025 RM
<b>Current</b>		
Contract assets relating to service contracts	12,346,438	12,760,381
Commission revenue for insurance services	5,134	-
Less: Allowance for ECLs	-	(162,555)
	12,351,572	12,597,826

The contract assets primarily related to the Group's right to consideration for work performed for service contracts activities and commission revenue for insurance services performed, but not yet billed at the reporting date. The contract assets will be transferred to trade receivables when the rights become unconditional.

Movements in the allowance for ECLs are as follows:

	2026 RM	Group 2025 RM
At the beginning of the financial year	162,555	162,555
Reversal for the financial year	(162,555)	-
At the end of the financial year	-	162,555

### 14. Fixed deposits with licensed banks

Fixed deposits with licensed banks of the Group amounting to RM4,790,933 (2025: RM3,660,124) are pledged to licensed banks as security for bank facilities granted to the Group as disclosed in Note 18 to the financial statements.

The interest rate of fixed deposits with licensed banks of Group ranged at 2.05% to 3.45% (2025: 2.50% to 2.70%). The maturity of fixed deposits of the Group ranged from 3 to 12 months (2025: 3 to 12 months).

## NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

### 15. Cash and bank balances

Included in the cash and bank balances of the Group is an amount of RM250,000 (2025: RM250,000) pledged to a licensed bank for the purpose of application license as disclosed in Note 33 to the financial statements.

### 16. Share capital

	<b>Group and Company Number of ordinary shares Unit</b>	<b>Amount RM</b>
<b>Issued and fully paid</b>		
At the beginning/end of the financial year	319,982,580	21,329,102

The holders of the ordinary shares are entitled to receive dividends as declared from time to time and are entitled to one vote per share at meetings of the Company. All ordinary shares rank equally with regards to the Company's residual assets.

### 17. Reorganisation reserves

The reorganisation reserve resulted from differences between the carrying value of the investment in a subsidiary, MRSB and the nominal value of the shares of the Company's subsidiary upon consolidated under reorganisation scheme.

### 18. Loans and borrowings

	<b>2026 RM</b>	<b>Group 2025 RM</b>
<b>Secured</b>		
Term loans	4,787,826	6,834,838
Revolving credits	6,082,500	6,582,500
Bank overdrafts	393,116	565,615
	<b>11,263,442</b>	<b>13,982,953</b>
<b>Non-current</b>		
Term loans	3,589,124	5,411,331
<b>Current</b>		
Term loans	1,198,702	1,423,507
Revolving credits	6,082,500	6,582,500
Bank overdrafts	393,116	565,615
	<b>7,674,318</b>	<b>8,571,622</b>
	<b>11,263,442</b>	<b>13,982,953</b>

## NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

### 18. Loans and borrowings (Cont'd)

The loans and borrowings are secured by the following:

- (i) Legal charge over the leasehold land and building of the Group as disclosed in Note 4 to the financial statements;
- (ii) Pledged of fixed deposits with licensed banks of the Group as disclosed in Note 14 to the financial statements;
- (iii) Jointly and several guarantee by Directors of the Company;
- (iv) Corporate guarantee by the Company;
- (v) Non-withdrawal of existing BLLTA policy taken up by the subsidiary as disclosed in Note 8 to the financial statements;
- (vi) Guarantee from Pemulih Government Guarantee Scheme ("PGGS");
- (vii) Assignment of life insurance policy of a Director taken up by the subsidiary;
- (viii) Letter of guarantee from Credit Guarantee Corporation (M) Berhad under BNM TRRF-I;
- (ix) Letter of guarantee from Syarikat Jaminan Pembiayaan Perniagaan Berhad ("SJPP") under Pemulih Government Guarantee Scheme-I (PGGS-I); and
- (x) Certificate of guarantee from SJPP under Covid-19 Special Relief Facility Scheme.

The interest rates per annum are as follows:

	Group 2026 %	2025 %
Term loans	3.50 - 8.65	3.50 - 8.65
Revolving credits	6.35 - 6.60	6.35 - 6.60
Bank overdrafts	7.67 - 7.95	7.67 - 7.95

### 19. Hire purchase and lease liabilities

	Group 2026 RM	2025 RM
<b>Non-current</b>		
Hire purchase liabilities	67,327	173,186
Lease liabilities	253,111	474,046
	320,438	647,232
<b>Current</b>		
Hire purchase liabilities	105,860	292,037
Lease liabilities	581,219	294,538
	687,079	586,575
	1,007,517	1,233,807

## NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

### 19. Hire purchase and lease liabilities (Cont'd)

The maturity analysis of lease liabilities at the end of the reporting period is as follows:

	Group	
	2026 RM	2025 RM
Within 1 year	738,250	655,229
Between 2 - 5 years	330,341	686,814
	1,068,591	1,342,043
Less: Future finance charges	(61,074)	(108,236)
Present value of lease liabilities	1,007,517	1,233,807

The interest rate of the hire purchase liabilities of the Group is 2.29% to 3.71% (2025: 2.29% to 3.71%) per annum. Lease liabilities are discounted using the Group's annual incremental borrowing rate of 6.85% to 8.17% (2025: 6.85% to 8.17%) per annum.

The Group leases motor vehicles, office and hostels. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions.

### 20. Trade payables

The normal trade credit terms granted to the Group range from cash term to 60 (2025: cash term to 60) days.

### 21. Other payables

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Non-trade payables	1,859,169	824,133	639,437	114,933
Accruals	9,492,463	10,546,068	53,000	52,500
Deposits received	1,417,368	1,237,990	-	-
Sales and Services Tax payable	664,374	860,533	-	-
	13,433,374	13,468,724	692,437	167,433

Included in non-trade payables of the Group is RMNil (2025: RM519) due to companies in which Directors have interest.

### 22. Amount due to a subsidiary

Amount due to a subsidiary is unsecured, non-trade in nature, non-interest bearing and repayable on demand.

## NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

### 23. Revenue

	Group	
	2026 RM	2025 RM
<b>Revenue from contracts with customers:</b>		
Foreign worker management services	96,379,416	112,629,975
Manual labour services	77,895,003	67,702,634
Hostel management services	259,130	268,061
Others ancillary services	342,057	394,372
	174,875,606	180,995,042
<b>Revenue from other sources:</b>		
Dividend income	42,025	97,627
	174,917,631	181,092,669
<b>Timing of revenue recognition:</b>		
Over time	174,651,219	180,754,439
At a point in time	224,387	240,603
	174,875,606	180,995,042
	<b>Company</b>	
	2026 RM	2025 RM
<b>Revenue from other sources:</b>		
Dividend income	42,025	97,627

#### Foreign worker management services

Revenue from foreign worker management services arises from the various services provided to both customers and foreign workers. These services can include provision of human resource, payroll solutions, administration support, training, welfare solutions and immigration related solutions for foreign workers employed by the customers under their respective foreign workers recruitment quota issued by MOHA. Revenue from foreign worker management services is recognised over time in the period in which the services are rendered to customers, since the customer simultaneously receives and consumes the benefits provided by the Group's performance. Progress toward complete satisfaction of the performance obligation is measured using an output method, which is based on the number of labours rendered to customers at the agreed contractual rates. As a practical expedient, the Group recognises revenue in the amount to which it has a right to invoice, as that amount corresponds directly with the value to the customer of the services performed to date.

#### Manual labour services

Revenue from manual labour services includes cleaning, sanitising, manufacturing and construction related services on contractual and project basis by utilising local workers and foreign workers recruited under the Group's own recruitment quota issued by MOHA. Revenue is recognised over time in the period in which the services are rendered to customers, since the customer simultaneously receives and consumes the benefits provided by the Group's performance. Progress toward complete satisfaction of the performance obligation is measured using an output method, which is based on the number of labours rendered to customers at the agreed contractual rates. As a practical expedient, the Group recognises revenue in the amount to which it has a right to invoice, as that amount corresponds directly with the value to the customer of the services performed to date.

## NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

### 23. Revenue (Cont'd)

#### Hostel management services

Revenue from hostel management services includes provision of hostel management services for the customers' foreign workers where the Group manages the hostel. Revenue from hostel management services is recognised over time in which the services are rendered, which simultaneously received and consumes the benefits provided by the Group, and the Group has a present right to payment for the services.

#### Dividend income

Dividend income from investment is recognised when the right to receive dividend payment is established.

### 24. Finance costs

	Group	
	2026 RM	2025 RM
<b>Interest expenses on:</b>		
- Term loans	361,131	488,095
- Lease liabilities	98,068	101,101
- Bank overdrafts	134,805	122,355
- Revolving credits	405,826	437,327
	999,830	1,148,878

### 25. Profit/(Loss) before tax

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

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Auditors' remuneration				
- Current financial year	228,000	220,000	50,000	50,000
- Under provision in prior financial year	-	36,452	-	15,052
- Non-statutory audit	10,000	-	10,000	-
Amortisation of intangible assets	50,468	25,375	-	-
Accommodation services expenses	7,400	2,995,400	-	-
Allowance for ECLs on:				
- Trade receivables	68,626	402,792	-	-
- Other receivables	14,712	17,963	-	-
Bad debts written off	35	24,128	-	-
Depreciation of				
- Property, plant and equipment	265,497	152,925	190	190
- Right-of-use assets	839,867	781,706	-	-
- Investment property	4,987	4,987	-	-

NOTES TO THE FINANCIAL STATEMENTS  
(CONT'D)

**25. Profit/(Loss) before tax (Cont'd)**

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

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Deposit forfeited	-	(25,550)	-	-
Director's fee				
- Executive Directors	72,000	61,000	72,000	61,000
- Non-executive Directors	242,710	174,000	182,710	114,000
Fair value (gain)/loss on other investment	(337,772)	346,285	(337,772)	346,285
Gain on disposal of property, plant and equipment	(56,200)	-	-	-
Gain on early termination of lease contracts	(7,159)	(20,473)	-	-
Hiring incentive	-	(8,400)	-	-
Interest income:				
- Fixed deposits with licensed banks	(110,809)	(97,085)	-	-
- Others	(348)	(948)	-	-
Inventories written off	-	1,143	-	-
Lease expenses related to:				
- Low value assets (a)	84,596	201,328	-	-
- Short-term leases (a)	4,318,153	2,041,187	-	-
Property, plant and equipment written off	-	8,248	-	-
Reversal of ECLs on:				
- Trade receivables	(137,147)	(93,067)	-	-
- Other receivables	(6,685)	(365)	-	-
Reversal of impairment loss on investment property	-	(74,617)	-	-
Rental income	(118,199)	(169,409)	-	-
Unwinding of discount on non-current financial assets at amortised cost	(20,073)	(19,383)	-	-

- (a) The Group leases property and equipment with contract terms of not more than one year or the value of the assets is not more than RM20,000 when it is new. These leases are short-term lease or low value lease. The Group has elected not to recognise right-of-use assets and lease liabilities for these leases.

## NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

### 26. Taxation

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
<b>Tax expense recognised in profit or loss</b>				
<b>Current tax</b>				
Current financial year	2,201,872	3,273,751	-	-
(Over)/Under provision in prior financial year	(124,944)	102,631	-	-
	2,076,928	3,376,382	-	-
<b>Deferred tax</b>				
Origination and reversal of temporary differences	36,512	9,735	-	-
	2,113,440	3,386,117	-	-

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

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Profit/(Loss) before tax	9,989,830	13,579,998	(155,807)	(683,414)
At Malaysian statutory tax rate of 24% (2025: 24%)	2,397,559	3,259,200	(37,394)	(164,019)
Expenses not deductible for tax purposes	233,909	610,325	37,394	164,019
Income not subject to tax	(89,537)	(17,029)	-	-
Movement of deferred tax assets not recognised	(303,547)	(569,010)	-	-
(Over)/Under provision of current tax in prior financial year	(124,944)	102,631	-	-
	2,113,440	3,386,117	-	-

The Group has unabsorbed business losses and unutilised capital allowances for carry forward to offset future taxable profits as follows:

	Group	
	2026 RM	2025 RM
Unabsorbed business losses	2,005,242	3,295,641
Unutilised capital allowances	-	91,383
	2,005,242	3,387,024

## NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

### 26. Taxation (Cont'd)

Unabsorbed business losses for which no deferred tax asset was recognised expire as follows:

	Group	
	2026 RM	2025 RM
Expiring in 2030	178,188	355,537
Expiring in 2031	113,680	753,533
Expiring in 2032	319,346	729,407
Expiring in 2033	38,066	153,353
Expiring in 2034	81,702	647,016
Expiring in 2035	656,795	656,795
Expiring in 2036	617,465	-
	2,005,242	3,295,641

Based on the current legislation, any unabsorbed business losses shall be carried forward for a maximum period of ten consecutive years of assessment immediately following that year of assessment, whereas the unutilised capital allowances are allowed to be carried forward indefinitely.

### 27. Earnings per share

#### (a) Basic earnings per share

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

	Group	
	2026 RM	2025 RM
Profit attributable to owners of the Company	8,205,331	10,595,382
Weighted average number of ordinary shares (unit)	319,982,580	319,982,580
Basic earnings per share (sen)	2.56	3.31

#### (b) Diluted earnings per share

The Group has no dilution in their earnings per ordinary share as there are no dilutive potential ordinary shares. There have been no other transactions involving ordinary shares or potential ordinary shares outstanding as at the end of the reporting period.

## NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

### 28. Staff costs

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Salaries and other emoluments	10,105,809	9,209,361	-	2,000
Defined contribution plans	1,069,560	955,074	-	-
Social security contributions	103,588	89,031	-	-
Others	276,990	277,610	2,750	-
	11,555,947	10,531,076	2,750	2,000

### 29. Reconciliation of liabilities arising from financing activities

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

	At 1.3.2025 RM	New leases RM	Financing cash flows RM	Other changes (i) RM	At 28.2.2026 RM
<b>Group</b>					
Term loans	6,834,838	-	(2,047,012)	-	4,787,826
Revolving credits	6,582,500	-	(500,000)	-	6,082,500
Hire purchase and lease liabilities	1,233,807	733,344	(763,030)	(196,604)	1,007,517
	14,651,145	733,344	(3,310,042)	(196,604)	11,877,843

<b>Company</b>					
Amount due to a subsidiary	1,945,083	-	1,754,917	-	3,700,000

	At 1.3.2024 RM	New leases RM	Financing cash flows RM	Other changes (i) RM	At 28.2.2025 RM
<b>Group</b>					
Term loans	8,196,806	-	(1,361,968)	-	6,834,838
Revolving credits	6,582,500	-	-	-	6,582,500
Hire purchase and lease liabilities	1,044,784	1,216,733	(677,452)	(350,258)	1,233,807
	15,824,090	1,216,733	(2,039,420)	(350,258)	14,651,145

<b>Company</b>					
Amount due to a subsidiary	715,000	-	1,230,083	-	1,945,083

(i) Other changes include early termination of lease contracts.

## NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

### 30. Related party disclosures

#### (a) Identifying related parties

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

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

#### (b) Significant related party transactions

Related party transactions have been entered into in the normal course of business under negotiated terms. In addition to the related party balances disclosed elsewhere in the financial statements, the significant related party transactions of the Group and of the Company are as follows:

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
<b>Transaction with companies in which a former Director has interest</b>				
- Secondment of labour services	-	237,745	-	-
<b>Transactions with companies in which a person connected to Directors has interest</b>				
- Purchases from	(8,409)	(44,511)	(5,741)	-
- Secondment of labour services	12,828	73,454	-	-
<b>Transaction with a Director</b>				
- Disposal of equity interest in a subsidiary	-	6,809	-	-
<b>Transaction with a company in which a former Director of subsidiaries has interest</b>				
- Commission paid	-	(285,593)	-	-
<b>Transaction with a person connected to a Director</b>				
- Commission paid	(40,361)	(33,608)	(40,361)	-

## NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

### 30. Related party disclosures (Cont'd)

#### (c) Compensation of key management personnel

The fees and remuneration of Directors and other members of key management personnel are as follows:

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
<u>Directors of the Company</u>				
Fees	314,710	235,000	254,710	175,000
Salaries and other emoluments	1,428,711	983,250	-	2,000
Defined contribution plans	78,249	36,530	-	-
Social security contributions	2,139	805	-	-
Other benefits	2,993	-	2,750	-
	1,826,802	1,255,585	257,460	177,000
<u>Other key management personnel</u>				
Fees	60,000	60,000	-	-
Salaries and other emoluments	1,174,891	909,266	-	-
Defined contribution plans	138,101	111,832	-	-
Social security contributions	5,142	5,129	-	-
Other benefits	428	1,786	-	-
	1,378,562	1,088,013	-	-

### 31. Segment information

For management purposes, the Group is organised into business units based on their services, and has four reportable segments as follows:

Foreign worker management services	Provision of human resource, administrative and immigration related services for foreign workers employed by customers.
Manual labour services	Supply of foreign workers under Group's recruitment quota issued by MOHA to companies in the services and manufacturing sectors.
Hostel management services	Provide hostel management services for customers' foreign workers where they operate and manage the hostel as well as provide services such as maintenance and repair as well as security.
Other ancillary services	Recruitment services, sale of insurance products for foreign workers and remittance services to complement the overall workforce management services.

Management monitors the operating results of its business units separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on profit or loss and is measured consistently with profit or loss in the consolidated financial statements.

Transactions between segments are carried out on agreed terms between both parties. The effects of such inter-segment transactions are eliminated on consolidation. The measurement basis and classification are consistent with those adopted in the previous financial year.

NOTES TO THE FINANCIAL STATEMENTS  
(CONT'D)

31. Segment information (Cont'd)

	Note	Foreign worker management services RM	Manual labour services RM	Hostel management services RM	Other ancillary services RM	Total segments RM	Eliminations RM	Consolidated RM
<b>2026</b>								
<b>Revenue</b>								
External customers		96,379,416	77,895,003	259,130	384,082	174,917,631	-	174,917,631
Inter-segment		482,707	4,658,127	-	-	5,140,834	(5,140,834)	-
Total revenue		96,862,123	82,553,130	259,130	384,082	180,058,465	(5,140,834)	174,917,631
<b>Results</b>								
Amortisation of intangible assets		(50,468)	-	-	-	(50,468)	-	(50,468)
Depreciation of property, plant and equipment		(185,471)	(79,798)	-	(228)	(265,497)	-	(265,497)
Depreciation of right-of-use assets		(619,987)	(219,880)	-	-	(839,867)	-	(839,867)
Depreciation of investment property		-	(4,987)	-	-	(4,987)	-	(4,987)
Interest income		100,681	10,840	-	-	111,521	-	111,521
Interest expenses		(911,040)	(88,790)	-	-	(999,830)	-	(999,830)
Taxation		(1,093,014)	(1,020,426)	-	-	(2,113,440)	-	(2,113,440)
Other material non-cash items	<b>A</b>	152,067	5,104	-	324,492	481,663	-	481,663
Segment profit/(loss) after tax		3,531,947	4,912,724	53,152	(621,433)	7,876,390	-	7,876,390
<b>Assets</b>								
Included in the measurement of segment assets are:								
Capital expenditure	<b>B</b>	1,202,725	294,447	-	-	1,497,172	-	1,497,172
Segment assets		54,318,520	43,794,395	-	25,369,502	123,482,417	(51,174,731)	72,307,686
<b>Liability</b>								
Segment liabilities		33,336,339	15,373,380	-	7,542,590	56,252,309	(28,896,211)	27,356,098

NOTES TO THE FINANCIAL STATEMENTS  
(CONT'D)

31. Segment information (Cont'd)

	Note	Foreign worker management services RM	Manual labour services RM	Hostel management services RM	Other ancillary services RM	Total segments RM	Eliminations RM	Consolidated RM
<b>2025</b>								
<b>Revenue</b>								
External customers		112,629,975	67,702,634	268,061	491,999	181,092,669	-	181,092,669
Inter-segment		15,247	9,891,379	-	-	9,906,626	(9,906,626)	-
Total revenue		112,645,222	77,594,013	268,061	491,999	190,999,295	(9,906,626)	181,092,669
<b>Results</b>								
Amortisation of intangible assets		(25,375)	-	-	-	(25,375)	-	(25,375)
Depreciation of property, plant and equipment		(107,540)	(45,157)	-	(228)	(152,925)	-	(152,925)
Depreciation of right-of-use assets		(450,241)	(331,465)	-	-	(781,706)	-	(781,706)
Depreciation of investment property		-	(4,987)	-	-	(4,987)	-	(4,987)
Interest income		86,181	11,852	-	-	98,033	-	98,033
Interest expenses		(977,589)	(171,289)	-	-	(1,148,878)	-	(1,148,878)
Taxation		(2,632,985)	(753,132)	-	-	(3,386,117)	-	(3,386,117)
Other material non-cash items	<b>A</b>	71,072	(23,332)	-	(614,844)	(567,104)	-	(567,104)
Segment profit/(loss) after tax		6,798,099	4,842,146	119,501	(1,559,056)	10,200,690	(6,809)	10,193,881
<b>Assets</b>								
Included in the measurement of segment assets are:								
Capital expenditure	<b>B</b>	1,223,419	264,813	-	-	1,488,232	-	1,488,232
Segment assets		49,346,057	37,735,971	-	23,060,834	110,142,862	(42,361,498)	67,781,364
<b>Liability</b>								
Segment liabilities		31,948,975	14,129,545	-	4,612,489	50,691,009	(19,984,843)	30,706,166

## NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

### 31. Segment information (Cont'd)

#### Adjustment and eliminations

Capital expenditure consists of additions of property, plant and equipment, right-of-use assets, investment property and intangible assets.

Inter-segment revenues are eliminated on consolidation.

A. Other material non-cash items consist of the following:

	2026 RM	2025 RM
Allowance for ECLs on:		
- Trade receivables	(68,626)	(402,792)
- Other receivables	(14,712)	(17,963)
Bad debts written off	(35)	(24,128)
Deposit forfeited	-	25,550
Gain on disposal of property, plant and equipment	56,200	-
Gain on early termination of lease contract	7,159	20,473
Inventories written off	-	(1,143)
Property, plant and equipment written off	-	(8,248)
Reversal of allowances for ECLs on:		
- Trade receivables	137,147	93,067
- Other receivables	6,685	365
Reversal of impairment loss on investment property	-	74,617
Fair value gain/(loss) on other investment	337,772	(346,285)
Unwinding of discount on non-current financial asset at amortised cost	20,073	19,383
	481,663	(567,104)

B. Additions to non-current assets other than financial instruments consist of:

	2026 RM	2025 RM
Property, plant and equipment	708,688	233,749
Right-of-use assets	733,344	1,216,733
Intangible assets	55,140	37,750
	1,497,172	1,488,232

#### Geographic information

Segment information by geographical segment is not provided as the activities of the Group are located principally in Malaysia.

#### Major customer

There is no single customer represents equal or more than ten percent of Group's total revenue.

## NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

### 32. Financial instruments

#### (a) Classification of financial instruments

Financial assets and financial liabilities are measured on an ongoing basis either at fair value or at amortised cost.

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

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
<b>At FVTPL</b>				
<b>Financial asset</b>				
Other investments	2,221,262	1,883,490	2,221,262	1,883,490
<b>At amortised cost</b>				
<b>Financial assets</b>				
Other investments	684,097	664,024	-	-
Trade receivables	18,009,146	17,304,341	-	-
Other receivables	7,959,870	7,011,432	61	61
Fixed deposits with licensed banks	4,790,933	3,660,124	-	-
Cash and bank balances	10,971,005	10,157,968	259,087	73,053
	42,415,051	38,797,889	259,148	73,114
<b>At amortised cost</b>				
<b>Financial liabilities</b>				
Loans and borrowings	11,263,442	13,982,953	-	-
Trade payables	707,037	1,271,962	-	-
Other payables	12,769,000	12,608,191	692,437	167,433
Amount due to a subsidiary	-	-	3,700,000	1,945,083
	24,739,479	27,863,106	4,392,437	2,112,516

#### (b) Financial risk management objectives and policies

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

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

##### (i) Credit risk

Credit risk is the risk of a financial loss to the Group and the Company if a customer or counterparty to a financial instrument fails to meet its contractual obligations. The Group's and the Company's exposure to credit risk arises principally from trade receivables, other receivables, fixed deposits with licensed banks and cash and bank balances. There are no significant changes as compared to the previous financial year.

NOTES TO THE FINANCIAL STATEMENTS  
(CONT'D)**32. Financial instruments (Cont'd)**

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

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

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

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

The carrying amounts of the financial assets recorded on the statements of financial position as at the reporting date represent the Group's and the Company's maximum exposure to credit risk except for financial guarantee provided to bank for banking facilities granted to certain subsidiaries.

There are no significant changes as compared to the previous financial year.

*Credit risk concentration*

As at the end of the financial year, the Group had 2 (2025: 2) major customers and accounted for approximately 48% (2025: 27%) of the trade receivables outstanding.

- (ii) Liquidity risk

Liquidity risk refers to the risk that the Group and the Company will encounter difficulty in meeting its financial obligations as they fall due. The Group's and the Company's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities.

The Group's and the Company's funding requirements and liquidity risk are managed with the objective of meeting business obligations on a timely basis. The Group's and the Company's finance their liquidity through internally generated cash flows and minimise liquidity risk by keeping committed credit lines available.

## NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

### 32. Financial instruments (Cont'd)

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

##### (ii) Liquidity risk (Cont'd)

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

	On demand or within 1 year RM	2 to 5 years RM	More than 5 years RM	Total contractual cash flows RM	Total carrying amounts RM
<b>Group</b>					
<b>2026</b>					
<u>Non-derivative</u>					
<u>financial</u>					
<u>liabilities</u>					
Loans and borrowings	7,944,381	3,806,230	195,714	11,946,325	11,263,442
Hire purchase and lease liabilities	738,250	330,341	-	1,068,591	1,007,517
Trade payables	707,037	-	-	707,037	707,037
Other payables	12,769,000	-	-	12,769,000	12,769,000
	22,158,668	4,136,571	195,714	26,490,953	25,746,996
Financial guarantee*	250,000	-	-	250,000	
<b>2025</b>					
<u>Non-derivative</u>					
<u>financial</u>					
<u>liabilities</u>					
Loans and borrowings	8,974,389	5,228,871	1,027,835	15,231,095	13,982,953
Hire purchase and lease liabilities	655,229	686,814	-	1,342,043	1,233,807
Trade payables	1,271,962	-	-	1,271,962	1,271,962
Other payables	12,608,191	-	-	12,608,191	12,608,191
	23,509,771	5,915,685	1,027,835	30,453,291	29,096,913
Financial guarantee*	250,000	-	-	250,000	

NOTES TO THE FINANCIAL STATEMENTS  
(CONT'D)

**32. Financial instruments (Cont'd)**

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

(ii) Liquidity risk (Cont'd)

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

	On demand or within 1 year RM	2 to 5 years RM	More than 5 years RM	Total contractual cash flows RM	Total carrying amounts RM
<b>Company</b>					
<b>2026</b>					
<u>Non-derivative</u>					
<u>financial</u>					
<u>liabilities</u>					
Other payables	692,437	-	-	692,437	692,437
Amount due to a subsidiary	3,700,000	-	-	3,700,000	3,700,000
	4,392,437	-	-	4,392,437	4,392,437
Financial guarantee*	11,041,501	-	-	11,041,501	
<b>2025</b>					
<u>Non-derivative</u>					
<u>financial</u>					
<u>liabilities</u>					
Other payables	167,433	-	-	167,433	167,433
Amount due to a subsidiary	1,945,083	-	-	1,945,083	1,945,083
	2,112,516	-	-	2,112,516	2,112,516
Financial guarantee*	13,255,224	-	-	13,255,224	

\* Based on the maximum amount that can be called for under the financial guarantee contract.

## NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

### 32. Financial instruments (Cont'd)

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

##### (iii) Market risk

##### (a) Interest rate risk

The Group's fixed rate lease liabilities, fixed rate deposits placed with licensed banks and borrowings are exposed to a risk of change in their fair value due to changes in interest rates. The Group's variable rate borrowings is exposed to a risk of change in cash flows due to changes in interest rates.

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

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

	2026 RM	Group 2025 RM
<b>Fixed rate instruments</b>		
<u>Financial asset</u>		
Fixed deposits with licensed banks	4,790,933	3,660,124
<u>Financial liabilities</u>		
Hire purchase and lease liabilities	(1,007,517)	(1,233,807)
Term loans	-	(198,929)
Revolving credits	(6,082,500)	(6,582,500)
	(7,090,017)	(8,015,236)
	(2,299,084)	(4,355,112)
<b>Floating rate instruments</b>		
<u>Financial liabilities</u>		
Term loans	(4,787,826)	(6,635,909)
Bank overdrafts	(393,116)	(565,615)
	(5,180,942)	(7,201,524)

NOTES TO THE FINANCIAL STATEMENTS  
(CONT'D)**32. Financial instruments (Cont'd)**

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

(iii) Market risk (Cont'd)

(a) Interest rate risk (Cont'd)

**Interest rate risk sensitivity analysis**Fair value sensitivity analysis for fixed rate instruments

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

Cash flow sensitivity analysis for floating rate instruments

A change in 1% interest rate at the end of the reporting period would have increased/ (decreased) the Group's profit before tax by RM51,809 (2025: RM72,015) arising mainly as a result of lower/higher interest expense on floating rate borrowings. This analysis assumes that all other variables remain constant. The assumed movement in basis points for interest rate sensitivity analysis is based on the currently observable market environment.

(c) Fair value of financial instruments

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

(i) Policy on transfer between levels

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

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

(ii) Level 1 fair value

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

(iii) Level 2 fair value

Level 2 fair value is estimated using inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

Non-derivative financial instruments

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

## NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

### 32. Financial instruments (Cont'd)

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

(iv) Level 3 fair value

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

(v) The following table summarise the methods used in determining the fair value of financial assets on recurring basis as at 28 February 2026 and 28 February 2025.

	Fair value as at		Fair value hierarchy	Valuation techniques and key inputs
	2026 RM	2025 RM		
<b>Financial asset</b> <b>Group and Company</b> Quoted equity securities	2,221,262	1,883,490	Level 1	Quoted price

### 33. Financial guarantee

	Group	
	2026 RM	2025 RM
<b>Secured</b>		
Financial guarantee to Ketua Pengarah Tenaga Kerja for renewal of agent license	250,000	250,000
	Company	
	2026 RM	2025 RM
<b>Secured</b>		
Bank guarantee in relation to corporate guarantee given to subsidiaries	11,041,501	13,255,224

### 34. Capital commitments

	Group	
	2026 RM	2025 RM
Authorised and contracted for		
- Computer software	1,145,000	2,117,500

## NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

### 35. Interest in joint operation

RRSB entered into a strategic partnership agreement ("Agreement") with DXW Construction and Maintenance Sdn. Bhd.. ("DXW") on 15 June 2023 to jointly undertake a construction project in Pahang, Malaysia. Subsequently on 21 June 2023, the RRSB entered into an addendum to the Agreement acknowledging the appointment of Sinoshine Construction Sdn. Bhd. ("Sinoshine") as DXW's permitted assigns, which deems all acts done or to be done by Sinoshine pursuant to the Agreement as the acts done by DXW.

The arrangement is accounted for as a joint operation in accordance with MFRS 11 Joint Arrangements and the Group has a 50% (2025: 50%) ownership interest in the joint operation.

The joint operation's principal place of business is in Malaysia. The principal activity is to support the implementation of a construction project through the sourcing and management of foreign workers.

### 36. Capital management

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

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

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

	Group	
	2026 RM	2025 RM
Loans and borrowings	11,263,442	13,982,953
Hire purchase liabilities	173,187	465,223
Less: Fixed deposits with licensed banks	(4,790,933)	(3,660,124)
Less: Cash and bank balances	(10,971,005)	(10,157,968)
Net debts	(4,325,309)	630,084
Total equity	44,951,588	37,075,198
Net gearing ratio (times)	*	0.02

\* The gearing ratio may not provide a meaningful indicator of the risk of borrowings.

## NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

### 37. Events after the reporting period

On 13 March 2026, the Company has declared an interim single-tier dividend of RM0.0047 per ordinary share, which amounted to RM1,503,918 in total and payable on 2 April 2026. This dividend is not reflected in the financial statements for the current financial period and will be accounted for as an appropriation of retained earnings in the financial year ending 28 February 2027.

On 15 April 2026, the Company launched its prospectus and undertook transfer of listing from the LEAP Market to the ACE Market with a public offering of 99,995,000 shares at RM0.38 per share, comprising:

- (i) Public issue of 79,999,000 new ordinary shares in the following manner:
  - (a) 19,999,000 shares to the Malaysian Public;
  - (b) 10,000,000 shares to the eligible Directors and employees as well as persons who have contributed to the success to the Group;
  - (c) 29,999,000 shares by way of private placement to bumiputera investors; and
  - (d) 19,998,000 shares by way of private placement to selected investors.
- (ii) Offer for sale of 19,999,000 existing ordinary shares by way of private placement to selected investors. On 6 May 2026, the Company successfully transferred its listing from the LEAP Market to the ACE Market of Bursa Malaysia Securities Berhad. This transfer of listing has not resulted in any adjustment to the amounts recognised in these financial statements.

On 6 May 2026, the transfer of listing and quotation for the Company's entire enlarged issued and paid-up share capital of RM51,727,582 comprising 111,978,580 ordinary shares in the Company has been completed and the Company has been successfully listed on the ACE Market of Bursa Malaysia Securities Berhad.

### 38. Date of authorisation for issue

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the Directors on 15 June 2026.

**LIST OF PROPERTIES**

AS AT 28 FEBRUARY 2026

No.	Postal address/ Title details	Description of property/ Existing use	Land area/ Built-up area (square feet)	Date of Purchase	Approximate age of building (years)	Net book value as at 28 February 2026 (RM'000)
1.	13, Jalan PJU 5/20E, Pusat Perdagangan Kota Damansara, PJU 5, Kota Damansara, 47810 Petaling Jaya, Selangor  HSD 251900, No. PT 10555, Pekan Baru Sungai Buloh, Daerah Petaling, Negeri Selangor	Description: 4-storey shop office  Existing use: Office	1,560/6,152	12 July 2007	9 <sup>(1)</sup>	1,685
2.	15, Jalan PJU 5/20E, Pusat Perdagangan Kota Damansara, PJU 5, Kota Damansara, 47810 Petaling Jaya, Selangor  HSD 251899, No. PT10554, Pekan Baru Sungai Buloh, Daerah Petaling, Negeri Selangor	Description: 4-storey shop office  Existing use: Office and letting out on the ground floor	1,560/6,240	10 July 2007	9 <sup>(1)</sup>	1,631
3.	N-07-03, D'Wharf Hotel & Residence, Persiaran Waterfront, 71000 Port Dickson, Negeri Sembilan  Pajakan Negeri 50216/M1- A/12/86, No. Bangunan M1 Menara A, No. Tingkat 12, No. Petak 86, Lot 20216, Bandar Port, Dickson, Daerah Port Dickson, Negeri Sembilan	Description: Seventh floor of 15-storey serviced apartment  Existing use: Investment property (for short lease purposes)	915/915	29 April 2022	9 <sup>(1)</sup>	455

**Note:**

<sup>(1)</sup> The approximate age of building is computed based on date of Certificate of Completion and Compliance which was obtained in year 2017.

## ADDITIONAL COMPLIANCE INFORMATION

### 1. UTILISATION OF PROCEEDS FROM INITIAL PUBLIC OFFERING (“IPO”)

The Company was listed on the ACE Market of Bursa Securities on 6 May 2026 (“**Listing**”). In conjunction with the Listing, the Company issued its prospectus on 15 April 2026 and undertook a public issue of 79,996,000 new ordinary shares (“**Issue Shares**”) at an issue price of RM0.38 per share (“**IPO Price**”), raising total gross proceeds of approximately RM30.40 million (“**IPO Proceeds**”).

The IPO Proceeds arising from the public issuance of RM30.40 million accrued entirely to the Group are planned to be utilised in the following manner:

Purposes	Proposed utilisation (RM'000)	Actual utilisation (RM'000)	Balance (RM'000)	Estimated timeframe from utilisation from date of Listing
Business expansion through new recruitment quota	14,736	N/A	14,736	Within 48 months
Enhancement of IT operational System	4,640	N/A	4,640	Within 24 months
Working capital	6,322	N/A	6,322	Within 24 months
Estimated listing expenses	4,700	N/A	4,700	Within 3 months
<b>Total</b>	<b>30,398</b>	<b>N/A</b>	<b>30,398</b>	

As at the end of the FYE 2026, the IPO is pending completion and hence there was no utilisation of IPO Proceeds.

*Note: The utilisation of proceeds as disclosed above should read in conjunction with the Prospectus of the Company dated 15 April 2026.*

### 2. AUDIT AND NON-AUDIT FEES

During the FYE 2026, the amount of audit and non-audit fees paid or payable to the external auditors' firm by the Company and the Group are as follows:

	Company (RM)	Group (RM)
<b>Audit fees</b>	50,000	228,000
<b>Non-audit fees</b>		
• Review of Statement on Risk Management and Internal Control	10,000	10,000
<b>Total</b>	<b>60,000</b>	<b>238,000</b>

## ADDITIONAL COMPLIANCE INFORMATION (CONT'D)

### 3. MATERIAL CONTRACTS

Save as disclosed below, there were no contracts which are or may be material (not being contracts entered into in the ordinary course of business) entered into by our Group in FYE 2026 and subsequent to FYE 2026:

- (i) Shareholders' agreement dated 1 July 2025 between MRSB, Dato' Wong and APM to record MRSB and Dato' Wong's commitment and otherwise regulate their rights as the shareholders of APM; and
- (ii) Underwriting agreement dated 17 March 2026 entered into between our Company and M&A Securities, for the underwriting of 29,999,000 Issue Shares for an underwriting commission of 2.5% of the IPO Price multiplied by the number of Issue Shares underwritten.

### 4. MATERIAL PROPERTIES

During the FYE 2026, the Group did not own any property of which its net book value is 5.0% or more of the consolidated total assets.

### 5. RECURRENT RELATED PARTY TRANSACTION OF A REVENUE OR TRADING NATURE

There were no material recurrent related party transactions of a revenue or trading nature ("RRPTs") during the FYE 2026 other than those disclosed in Note 30(b) to the Audited Financial Statements of the Company on pages 81 to 130 of this annual report. Those RRPTs did not exceed the threshold prescribed under Rule 10.09 of the AMLR of Bursa Securities.

### 6. EMPLOYEE SHARE SCHEME

The Company did not establish any employee share scheme and does not have any subsisting employee share scheme during the FYE 2026.

### 7. DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING

Pursuant to Paragraph 9.25A of the AMLR, the financial data relevant for Shariah screening, as required by the Shariah Advisory Council of the Securities Commission Malaysia, are set out below. These include information on Shariah non-permissible income derived from the Group's business activities, as well as its interest-based financial position.

#### a) Group Total Income and Total Assets

Total Income	Group	
	2026 (RM)	2025 (RM)
Revenue	174,917,631	181,092,669
Other Income	749,438	486,751
<b>Total</b>	<b>175,667,069</b>	<b>181,579,420</b>
<b>Total Assets</b>	<b>72,307,686</b>	<b>67,781,364</b>

## ADDITIONAL COMPLIANCE INFORMATION (CONT'D)

### 7. DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING (CONT'D)

#### b) Business Activities

Shariah Non-Compliant Activities	Group	
	2026 (RM)	2025 (RM)
Interest income	48,137	52,108
<b>Total</b>	<b>48,137</b>	<b>52,108</b>

#### c) Component of Financial Position

##### (i) Cash Component

Islamic Account / Instruments	Group	
	2026 (RM)	2025 (RM)
Interest income	62,672	44,977
<b>Total Cash</b>	<b>62,672</b>	<b>44,977</b>

Conventional Account / Instruments	Group	
	2026 (RM)	2025 (RM)
Cash at bank	6,121,667	7,547,097
Short-term deposits	1,867,311	1,819,174
Other cash equivalents	51,934	61,860
<b>Total Cash</b>	<b>8,040,912</b>	<b>9,428,131</b>

##### (ii) Debt Component

Islamic Financing	Group	
	2026 (RM)	2025 (RM)
<b>Current</b>		
Term loans	105,406	213,975
Revolving credit	6,082,500	6,082,500
<b>Non-Current</b>		
Term loans	116,536	834,419
<b>Total Financing</b>	<b>6,304,442</b>	<b>7,130,894</b>

## ADDITIONAL COMPLIANCE INFORMATION (CONT'D)

### 7. DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING (CONT'D)

#### c) Component of Financial Position (Cont'd)

##### (ii) Debt Component (Cont'd)

	Group	
	2026 (RM)	2025 (RM)
<b>Conventional Borrowing</b>		
<b>Current</b>		
Term loans	1,093,296	1,209,532
Overdraft	393,116	565,615
Hire purchase liabilities	105,860	292,037
<b>Non-Current</b>		
Term loans	3,472,588	4,576,912
Hire purchase liabilities	67,327	173,186
<b>Total Debts</b>	<b>5,132,187</b>	<b>6,817,282</b>

## ANALYSIS OF SHAREHOLDINGS

AS AT 29 MAY 2026

### SHARE CAPITAL

Total number of issued shares	:	399,978,580
Class of Shares	:	Ordinary Shares
Voting Rights	:	One (1) vote Per Ordinary Shares

### DISTRIBUTION OF SHAREHOLDINGS

Size of shareholdings	No. of shareholders	% of shareholders	No. of shares	% of shares
Less than 100	3	0.176	100	0.000
100 to 1,000	670	39.388	282,500	0.070
1,001 to 10,000	596	35.038	2,674,800	0.668
10,001 to 100,000	336	19.753	10,380,700	2.595
100,001 to less than 5.0% of issued shares	94	5.526	123,746,900	30.938
5.0% and above of issued shares	2	0.117	262,893,580	65.726
	<b>1,701</b>	<b>100.000</b>	<b>399,978,580</b>	<b>100.000</b>

### DIRECTORS' SHAREHOLDINGS

The Directors' shareholdings based on the Register of Directors' Shareholdings of the Company are as follows:

Name of Directors	No. of shares	No. of shares held			
		Direct	%	Indirect	%
Tengku Faizwa Binti Tengku Razif	500,000	0.125	-	-	-
Dato' Wong Boon Ming	235,695,062	58.927	27,598,518 <sup>(1)</sup>	6.900 <sup>(1)</sup>	
Datin Lim Gun Kiau	27,198,518	6.800	236,095,062 <sup>(2)</sup>	59.027 <sup>(2)</sup>	
Chin Kok Weng	1,000,000	0.250	-	-	-
Tan Yiing Fung	50,000	0.013	-	-	-
Koh Eng Siong	500,000	0.125	-	-	-
Lim Chai Har	500,000	0.125	-	-	-

<sup>(1)</sup> Deemed interest by virtue of the shareholdings of his spouse, Datin Lim Gun Kiau and his children, Wong Chen An and Wong Chew Li pursuant to Section 59 of the Act.

<sup>(2)</sup> Deemed interest by virtue of the shareholdings of her spouse, Dato' Wong Boon Ming and her children, Wong Chen An and Wong Chew Li pursuant to Section 59 of the Act.

### SUBSTANTIAL SHAREHOLDERS

The substantial shareholders (holding 5.0% or more of the total number of issued shares) based on the Register of Substantial Shareholders of the Company and their shareholdings are as follows:

Name of substantial shareholders	No. of shares	No. of shares held			
		Direct	%	Indirect	%
Dato' Wong Boon Ming	235,695,062	58.927	27,598,518 <sup>(1)</sup>	6.900 <sup>(1)</sup>	
Datin Lim Gun Kiau	27,198,518	6.800	236,095,062 <sup>(2)</sup>	59.027 <sup>(2)</sup>	

<sup>(1)</sup> Deemed interest by virtue of the shareholdings of his spouse, Datin Lim Gun Kiau and his children, Wong Chen An and Wong Chew Li pursuant to Section 59 of the Act

<sup>(2)</sup> Deemed interest by virtue of the shareholdings of her spouse, Dato' Wong Boon Ming and her children, Wong Chen An and Wong Chew Li pursuant to Section 59 of the Act.

ANALYSIS OF SHAREHOLDINGS  
AS AT 29 MAY 2026  
(CONT'D)

**LIST OF TOP 30 LARGEST SECURITIES ACCOUNTS HOLDERS (ACCORDING TO THE REGISTER OF DEPOSITORS)**

No.	Name of shareholders	No. of shares	%
1.	DATO' WONG BOON MING	235,261,162	58.818
2.	DATIN LIM GUN KIAU	27,198,518	6.799
3.	CITY EXOTIC SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR LER PEI FEN	12,371,800	3.093
4.	CITY EXOTIC SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR CHAN YOK PENG	12,106,300	3.026
5.	PHILLIP NOMINEES (TEMPATAN) SDN. BHD. EXEMPT AN FOR OCTOWILL TRUSTEES BERHAD	11,925,000	2.981
6.	PUBLIC NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR LIM KET KEONG (E-SJA/TSM)	9,325,000	2.331
7.	SOON KOK SEONG	6,000,000	1.500
8.	TA NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR WONG MUN YEE	5,400,000	1.350
9.	KEJAYA KAYA SDN. BHD.	5,000,000	1.250
10.	KENANGA NOMINEES (TEMPATAN) SDN. BHD. EXEMPT AN FOR OCTOWILL TRUSTEES BERHAD	5,000,000	1.250
11.	ECO ASIA VENTURES SDN. BHD.	4,870,800	1.217
12.	NGU YIN CHIN	3,922,400	0.980
13.	KLUANG CHONG HWA CHINESE SCHOOL	3,000,000	0.750
14.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR ALTURE CAPITAL SDN. BHD. (7017556)	2,648,600	0.662
15.	MAVERICK ADVISORY SDN. BHD.	2,600,000	0.650
16.	TUAH JUJUR SDN.BHD.	2,390,600	0.597
17.	YAYASAN CENDEKIAWAN MELAYU BARU	2,145,200	0.536
18.	CHAN WAI GIM	1,800,000	0.450
19.	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR HUANG SWEE PENG (MY3301)	1,500,000	0.375
20.	CHIAM YEN TING	1,315,000	0.328
21.	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR TAN VICTOR (MF00157)	1,200,000	0.300
22.	ISAAC CHUA DING HANG	1,200,000	0.300
23.	CHUA CHIN LEE	1,140,000	0.285
24.	LAW HAN NEE	1,037,100	0.259
25.	LIEW PEI YIN	1,000,000	0.250
26.	LIM YOKE LING	1,000,000	0.250
27.	MAYBANK NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR CHEONG CHEE SON	1,000,000	0.250
28.	MOH CUI YIN	1,000,000	0.250
29.	RHB NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR CHIN KOK WENG	1,000,000	0.250
30.	CHOW DAI YING	850,000	0.212
<b>Total</b>		<b>366,207,480</b>	<b>91.556</b>

## NOTICE OF NINTH ANNUAL GENERAL MEETING

**NOTICE IS HEREBY GIVEN THAT** the Ninth Annual General Meeting ("9<sup>th</sup> AGM") of the Company will be held at Ballroom III, Main Wing, Tropicana Golf & Country Resort, Jalan Kelab Tropicana, 47410 Petaling Jaya, Selangor ("**Main Venue**") on Wednesday, 26 August 2026 at 10:00 a.m. to transact the following businesses:-

### AGENDA

#### AS ORDINARY BUSINESS

- To receive the Audited Financial Statements for the financial year ended 28 February 2026 together with the Reports of the Directors and Auditors thereon. **[Please refer to Explanatory Note 1]**
- To approve the payment of Independent Non-Executive Directors' fees of up to RM186,000.00 payable on a monthly basis to the Independent Non-Executive Directors of the Company for the period from 27 August 2026 until the next Annual General Meeting of the Company to be held in year 2027, in such proportions and manner as the Directors may determine as follows:- **[Please refer to Explanatory Note 2]**  
**[Ordinary Resolution 1]**

No.	Type of Director	Independent Non-Executive Directors' Fee (RM)		
		the Company	the Subsidiaries	Total
1	Chairperson of the Board	69,000.00	-	69,000.00
2	Independent Non-Executive Directors	117,000.00	-	117,000.00
	<b>Total</b>	<b>186,000.00</b>	<b>-</b>	<b>186,000.00</b>

- To approve the payment of Executive Directors' fees of up to RM39,000.00 payable on a monthly basis to Dato' Wong Boon Ming for the period from 27 August 2026 until the next Annual General Meeting of the Company to be held in year 2027. **[Please refer to Explanatory Note 2]**  
**[Ordinary Resolution 2]**
- To approve the payment of Executive Directors' fees of up to RM39,000.00 payable on a monthly basis to Mr. Chin Kok Weng for the period from 27 August 2026 until the next Annual General Meeting of the Company to be held in year 2027. **[Please refer to Explanatory Note 2]**  
**[Ordinary Resolution 3]**
- To approve the payment of Non-Independent Non-Executive Directors' fees of up to RM39,000.00 payable on a monthly basis to Datin Lim Gun Kiau for the period from 27 August 2026 until the next Annual General Meeting of the Company to be held in year 2027. **[Please refer to Explanatory Note 2]**  
**[Ordinary Resolution 4]**
- To re-elect the following Directors who retire in accordance with Clause 84.1 of the Company's Constitution and, being eligible, have offered themselves for re-election:- **[Please refer to Explanatory Note 3]**
  - Dato' Wong Boon Ming **[Ordinary Resolution 5]**
  - Mr. Chin Kok Weng **[Ordinary Resolution 6]**
- To re-appoint Messrs. TGS TW PLT as the Auditors of the Company for the ensuing year and to authorise the Directors to fix their remuneration. **[Ordinary Resolution 7]**

## NOTICE OF NINTH ANNUAL GENERAL MEETING (CONT'D)

### AS SPECIAL BUSINESS

To consider and if thought fit, to pass with or without modifications, the following resolution:-

#### 8. ORDINARY RESOLUTION

##### - AUTHORITY TO ALLOT AND ISSUE SHARES PURSUANT TO THE COMPANIES ACT 2016

**[Please refer to  
Explanatory Note 4]  
[Ordinary Resolution 8]**

**“THAT** subject always to the Companies Act 2016 (**“the Act”**), the Constitution of the Company, ACE Market Listing Requirements (**“Listing Requirements”**) of Bursa Malaysia Securities Berhad (**“Bursa Securities”**) and approvals of the relevant government and/or regulatory authorities, where such approval is required, the Directors of the Company be and are hereby authorised and empowered pursuant to Sections 75 and 76 of the Act, 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 New Shares to be issued, to be subscribed under any rights granted, to be issued from the conversion of any securities, 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 New Shares issued during the proceeding twelve (12) months does not exceed ten per centum (10%) of the total number of issued shares of the Company (excluding treasury shares) for the time being (**“Proposed General Mandate”**);

**THAT** the existing shareholders of the Company do hereby waive their preemptive rights pursuant to Section 85(1) of the Act read together with Rule 7.08 of the Listing Requirements and the Company's Constitution to be offered the New Shares to be allotted and issued under the Proposed General Mandate, which rank equally with the existing issued ordinary shares in the Company;

**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 be and are hereby also empowered to obtain approval from the Bursa Securities for the listing 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."

## NOTICE OF NINTH ANNUAL GENERAL MEETING (CONT'D)

9. To transact any other business of which due notice shall have been given in accordance with the Company's Constitution and/or the Companies Act 2016.

BY ORDER OF THE BOARD

**TEO SOON MEI** (SSM PC No. 201908000235) (MAICSA 7018590)

**LIM JIA HUEY** (SSM PC No. 201908000929) (MAICSA 7073258)

Company Secretaries

Kuala Lumpur

Dated: 29 June 2026

### Explanatory Notes on Ordinary and Special Businesses: -

#### 1. Item 1 of the Agenda

This Agenda item is meant for discussion only as the provision of Section 340(1)(a) of the Companies Act 2016 ("the Act") does not requires a formal approval of the shareholders for the Audited Financial Statements. As such, this Agenda item is not put forward for voting.

#### 2. Items 2, 3, 4 & 5 of the Agenda

Pursuant to Section 230(1) of the Act provides that the fees of the Directors payable to the Directors including any compensation for loss of employment of a Director or former director of a public company or a listed company and its subsidiaries, shall be approved at a general meeting.

The shareholders of the Company had, at its Eighth Annual General Meeting ("8<sup>th</sup> AGM") held on 19 August 2025, approved the following Directors' fees for the period from 20 August 2025 until the conclusion of the 9<sup>th</sup> AGM of the Company to be held in 2026 ("the Period"); -

Approved limit granted by the shareholders at the 8 <sup>th</sup> AGM ("Approved Limit")				
	Type of Director	Directors' Fee of the Company (RM)	Directors' Fee of the Subsidiaries (RM)	Total Directors' Fee (RM)
1	Chairperson of the Board	66,000.00	-	66,000.00
2	Independent Non-Executive Directors	118,000.00	-	118,000.00
3	Executive Directors	72,000.00	-	72,000.00
4	Non-Independent Non-Executive Director	36,000.00	-	36,000.00
	<b>Total</b>	<b>292,000.00</b>	<b>-</b>	<b>292,000.00</b>

The actual Directors' fees paid to the Directors of the Company for the Period did not exceed the Approved Limit as set out in the above table.

The Company is seeking the shareholders' approval for the payment of:-

- a) Independent Non-Executive Directors' fees of up to RM186,000.00 payable on a monthly basis to the Independent Non-Executive Directors of the Company for the period from 27 August 2026 until the next Annual General Meeting of the Company to be held in year 2027, in such proportions and manner as the Directors may determine under Ordinary Resolution 1;
- b) Executive Directors' fees payable on a monthly basis to the respective Executive Directors of the Company namely Dato' Wong Boon Ming and Mr. Chin Kok Weng of up to RM39,000.00 for each Executive Director of the Company for the period from 27 August 2026 until the next Annual General Meeting of the Company to be held in year 2027 under Ordinary Resolutions 2 and 3, respectively;

## NOTICE OF NINTH ANNUAL GENERAL MEETING (CONT'D)

- c) Non-Independent Non-Executive Directors' fees of up to RM39,000.00 payable on a monthly basis to the Non-Independent Non-Executive Director of the Company namely Datin Lim Gun Kiau for the period from 27 August 2026 until the next Annual General Meeting of the Company to be held in year 2027 under Ordinary Resolution 4.

In determining the total estimated amount of the Directors' fees, the Board has considered the current Board size, composition of the Board and Board Committees and the expected number of scheduled Board and Board Committees meetings to be held.

These Resolutions are to facilitate payment of Directors' fees for the financial year 2026/2027. In the event that the proposed Directors' fees payable are insufficient due to the enlarged Board size, the Company will seek shareholders' approval at the next Annual General Meeting of the Company for the additional Directors' Fees and Benefits, if any, payable to meet the shortfall.

Details of Directors' Remuneration for the financial year ended 28 February 2026 are enumerated in the Corporate Governance Report 2026.

### 3. **Item 6 of the Agenda**

Clause 84.1 of the Company's Constitution provides that 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 1/3 shall retire by rotation at an Annual General Meeting of the Company. All the Directors shall retire from the office at least once in three (3) years but shall be eligible for re-election.

Dato' Wong Boon Ming and Mr. Chin Kok Weng ("**the Retiring Directors**"), the Directors who are standing for re-election at the 9<sup>th</sup> AGM of the Company pursuant to Clause 84.1 of the Company's Constitution and being eligible, has offered themselves for re-election under Ordinary Resolution 5 and Ordinary Resolution 6, respectively.

The Nominating Committee ("**NC**") has reviewed the performance and contribution of the Retiring Directors based on the Board Effectiveness Evaluation conducted, which encompassed several factors outlined in the Company's Fit and Proper Policy.

The NC and Board of Directors ("**Board**") have also evaluated the tenure of the Directors and the Board's composition to ensure that it has an appropriate mix of skills and experience to meet the business requirements. Additionally, the NC and Board have assessed the Retiring Directors' compliance with Rule 2.20A of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad ("**Bursa Securities**") in terms of their quality and integrity.

Based on the results of the above assessments, the NC and Board collectively agreed that the Retiring Directors meet the criteria of character, experience, integrity, competence, and time required to effectively discharge their roles as Directors. The NC and Board have satisfied the Directors' fit and proper assessment criteria.

The Retiring Directors have confirmed that they do not have any existing or potential conflict of interest, including interests in any competing business with the Company and/or its subsidiaries or family interest that could affect the execution of their roles as Directors.

The Board approved the NC's recommendation that the Retiring Directors who retire in accordance to Clause 84.1 of the Company's Constitution are eligible to stand for re-election and recommend for the shareholders to approve Ordinary Resolution 5 and Ordinary Resolution 6.

## NOTICE OF NINTH ANNUAL GENERAL MEETING (CONT'D)

### 4. Item 8 of the Agenda

Ordinary Resolution 8 is to seek shareholders' approval to authorise the Directors of the Company to issue and allot shares or other convertible securities in the Company from time to time pursuant to Sections 75 and 76 of the Act, provided that the aggregate number of shares issued under this mandate does not exceed ten per centum (10%) of the total number of issued shares of the Company ("**General Mandate**").

The General Mandate is a renewal of the previous year's authority to allow the Company to issue and allot new ordinary shares, grant rights to subscribe for shares, convert securities into shares, or allot shares under agreements, options or offers. This mandate also include a waiver of pre-emptive rights pursuant to Section 85(1) of the Act and the Constitution of the Company, allowing the Company to issue shares without first offering them to existing shareholders. Shareholders should note that any issuance of new shares under this mandate may result in a dilution of their shareholding percentage.

If approved, the General Mandate will remain in effect until the conclusion of the next Annual General Meeting, or the expiry of the period within which the next Annual General Meeting is required to be held, or unless revoked or varied by shareholders in a general meeting, whichever occurs earlier.

The purpose of this General Mandate, if passed, will enable the Directors to take swift action in case of a need to issue and allot new shares in the Company's fund raising activities, including but not limited to placement of shares for the purpose of funding the Company's current and/or future investment projects, working capital, acquisitions and/or for issuance of shares as settlement of purchase consideration, or such other purposes as the Directors may deem fit in the best interest of the Company, 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 applications as the Directors may deem fit in the best interest of the Company and its shareholders, provided that the aggregate number of shares or convertible securities to be allotted and issued must not be more than ten per centum (10%) of the total number of issued shares of the Company.

The Board of Directors of the Company is of the view that the General Mandate is in the best interest of the Company and its shareholders as it will provide flexibility to the Company to issue new shares without the need to convene separate general meeting to obtain its shareholders' approval so as to avoid incurring additional costs and time.

As of the date of this Notice, the Company had issued and allotted a total of 79,996,000 new ordinary shares at RM0.38 per share on 4 May 2026 under the Initial Public Offering in conjunction with the Transfer of Listing of the Company from LEAP Market to ACE Market of Bursa Securities.

#### **Notes:**

- (1) *The 9<sup>th</sup> AGM of the Company will be held at Main Venue. Members and proxies will have to attend physically in person at the Main Venue.*
- (2) *A member who is entitled to attend and vote at the 9<sup>th</sup> AGM shall be entitled to appoint not more than two (2) proxies to attend, participate and vote on his/her behalf at the 9<sup>th</sup> AGM. A proxy may but need not be a member of the Company, and need also not be an advocate, an approved company auditor or a person approved by the registrar of the Company. Where a member appoints two (2) proxies to attend the 9<sup>th</sup> AGM, the member shall specify the proportion of his/her shareholding to be represented by each proxy, failing which the appointment shall be invalid.*
- (3) *Where a member of the Company is an authorised nominee as defined under the Securities Industry (Central Depositories) Act 1991 ("**SICDA**"), he/she may appoint at least one (1) proxy but not more than two (2) proxies in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account. The appointment of two (2) proxies in respect of any particular securities account shall be invalid unless the authorised nominee specifies the proportion of its shareholding to be represented by each proxy.*

NOTICE OF NINTH ANNUAL GENERAL MEETING  
(CONT'D)

- (4) Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account ("**Omnibus Account**"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each Omnibus Account it holds. The appointment of two (2) or more proxies in respect of any particular omnibus account shall be invalid unless the exempt authorised nominee specifies the proportion of its shareholding to be represented by each proxy.
- (5) The instrument appointing a proxy and the power of attorney or other authority, if any, shall be in writing under the hand of appointer or of his attorney duly authorised in writing or a copy of that power of attorney, certified by an advocate and solicitor, or where the appointer is a corporation, either under the corporation's common seal or under the hand of an officer or attorney duly authorised. Any alteration in the form of proxy must be initialled.
- (6) The Company shall be entitled to reject any instrument of proxy lodged if the member is not shown to have any shares entered against his name in the Register and/or subject to the Constitution of the Company in relation to the Record of Depositors made available to the Company.
- (7) The instrument appointing a proxy may be made via hardcopy 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 9<sup>th</sup> AGM or at any adjournment thereof:-**

(i) In Hardcopy Form

*The Form of Proxy or the Power of Attorney or other authority, if any, under which it is signed or notorially certified shall be deposited at the Company's Share Registrar address at **Tricor Investor & Issuing House Services Sdn Bhd [Registration No.: 197101000970 (11324-H)], Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, W.P. Kuala Lumpur, Malaysia or alternatively, at the drop in box provided at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, W.P. Kuala Lumpur, Malaysia.***

OR

(ii) By Electronic Means

*The Form of Proxy shall be electronically submitted to the Share Registrar of the Company via Vistra Share Registry and IPO (MY) portal ("**The Portal**") at <https://srmy.vistra.com>.*

*Kindly refer to the Procedure for Electronic Submission of Proxy Form under Clause 5 of the Administrative Guide for the 9<sup>th</sup> AGM.*

- (8) Pursuant to Rule 8.31A(1) of the ACE Market Listing Requirements of Bursa Securities, all resolutions set out in this Notice of 9<sup>th</sup> AGM will be put to vote by poll.
- (9) In respect of deposited securities, only members whose names appear in the Record of Depositors on 18 August 2026 (General Meeting Record of Depositors) shall be entitled to participate at the 9<sup>th</sup> AGM, or to appoint proxy(ies) to attend, participate and vote on their behalf.
- (10) Those Forms of Proxy which are indicated with "X" in the spaces provided to show how the votes are to be cast will also be accepted. Any alteration in the form of proxy must be initialled.

## NOTICE OF NINTH ANNUAL GENERAL MEETING (CONT'D)

### **Personal data privacy:**

By submitting an instrument appointing proxy(ies) and/or representative(s) to participate at the 9th AGM and/or any adjournment thereof, a member of the Company:

- (i) consents to the collection, use and disclose of the member's personal data by the Company (or its agents) for the purpose of processing and the administration by the Company (or its agents) of proxies and representatives appointed for the 9<sup>th</sup> AGM (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the 9<sup>th</sup> AGM (including any adjournment thereof), and in order for the Company (or its agent) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "**Purposes**");
- (ii) warrants that the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclose of the proxy(ies) and/or representative(s) personal data by the Company 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.

### **STATEMENT ACCOMPANYING NOTICE OF NINTH ANNUAL GENERAL MEETING ("9<sup>TH</sup> AGM") (Pursuant to Rule 8.29(2) of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad)**

#### **1. STATEMENT RELATING TO THE ELECTION OF DIRECTORS (EXCLUDING DIRECTORS STANDING FOR RE-ELECTION)**

Other than the Retiring Directors standing for re-election at the 9<sup>th</sup> AGM, there is no individual seeking election as a Director at the 9<sup>th</sup> AGM.

Please refer to Explanatory Note 3 of the Notice of the 9<sup>th</sup> AGM detailing the Directors standing for election or re-appointment in accordance to the Company's Constitution and the profiles of the Retiring Directors are disclosed in the Company's Annual Report 2026.

#### **2. STATEMENT RELATING TO THE GENERAL MANDATE FOR ISSUANCE OF SECURITIES**

Ordinary Resolution 8 on the general mandate for the issuance and allotment of securities

Statement relating to a general mandate for the issuance and allotment of securities in accordance with Rule 6.04(3) of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad.

The details and rationale of the proposed general mandate are set out in Explanatory Note 4 of the Notice of the 9<sup>th</sup> AGM contained in the Company's Annual Report 2026.

## ADMINISTRATIVE GUIDE FOR NINTH ANNUAL GENERAL MEETING (“9<sup>TH</sup> AGM”)

**Day & Date** : **Wednesday, 26 August 2026**  
**Time** : **10:00 a.m.**  
**Venue** : **Ballroom III, Main Wing, Tropicana Golf & Country Resort, Jalan Kelab Tropicana, 47410 Petaling Jaya, Selangor.**

### 1. ELIGIBILITY TO ATTEND BASED ON THE RECORD OF DEPOSITORS

Only a shareholder whose name appears on the Record of Depositor as at **18 August 2026** shall be entitled to attend, participate and vote at the 9<sup>th</sup> AGM or appoint proxies/corporate representatives/attorneys to attend and/or vote on his/her behalf.

### 2. REGISTRATION ON THE DAY OF THE 9<sup>TH</sup> AGM

Registration will start at 9:00 a.m. at Ballroom III, Main Wing, Tropicana Golf & Country Resort, Jalan Kelab Tropicana, 47410 Petaling Jaya, Selangor on Wednesday, 26 August 2026.

Shareholders or proxies are requested to produce/show their original MyKAD (for Malaysian) or Passport (for non-Malaysian) during registration for verification purposes. Please ensure the original MyKAD or Passport is returned to you thereafter.

Please take note that no person will be allowed to register on behalf of another person, even with the original MyKAD or Passport of that person. Upon verification, shareholders or proxies are required to write their names and sign on the Attendance List placed on the registration table.

### 3. POLL VOTING

The voting at the 9<sup>th</sup> AGM will be conducted by way of poll in accordance with the Listing Requirements of Bursa Malaysia Securities Berhad (“**Bursa Securities**”) and the Company’s Constitution. The Company has appointed Tricor Investor & Issuing House Services Sdn. Bhd. (“**Tricor**”) as the Poll Administrator and Eco Asia Management Services Sdn. Bhd. as the Independent Scrutineer of the 9<sup>th</sup> AGM.

The attendees at the Meeting will be briefed and guided by the Poll Administrator before the commencement of the poll voting process.

Shareholders or proxies or corporate representatives or attorneys can proceed to vote on the resolutions upon the announcement by the Chairperson of the meeting.

Upon completion of the poll voting session for the 9<sup>th</sup> AGM, the Independent Scrutineers will verify the poll results, followed by the Chairperson’s declaration on whether the resolutions have been duly passed.

### 4. APPOINTMENT OF PROXY

Shareholders who appoint proxy(ies) to attend and vote on their behalf at the 9<sup>th</sup> AGM must ensure that the duly executed proxy forms whether in hard copy or by electronic means must be deposited or received by the Share Registrar in the following manner **not later than 24 August 2026 at 10:00 a.m.** Otherwise, the proxy form shall be treated as invalid:-

#### (i) In Hardcopy Form

The Form of Proxy or the Power of Attorney or other authority, if any, under which it is signed or notarially certified shall be deposited at the Company’s Share Registrar address **at Tricor Investor & Issuing House Services Sdn Bhd [Registration No.: 197101000970 (11324-H)], Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, W.P. Kuala Lumpur, Malaysia or alternatively, at the drop in box provided at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, W.P. Kuala Lumpur, Malaysia.**

OR

## ADMINISTRATIVE GUIDE FOR NINTH ANNUAL GENERAL MEETING ("9<sup>TH</sup> AGM") (CONT'D)

### (ii) By Electronic Means

The Form of Proxy shall be electronically submitted to the Share Registrar of the Company via Vistra Share Registry and IPO (MY) portal ("**The Portal**") at <https://srmy.vistra.com>.

Kindly refer to the Procedure for Electronic Submission of Proxy Form under Clause 5 of this Administrative Guide for the 9<sup>th</sup> AGM.

Please ensure ALL the particulars as required in the proxy form are completed, signed and dated accordingly.

Corporate members who wish to appoint corporate representatives instead of a proxy to attend and vote at the 9<sup>th</sup> AGM, **must deposit their original or duly certified certificate of appointment of corporate representative to Tricor Investor & Issuing House Services Sdn. Bhd. at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, W.P. Kuala Lumpur, Malaysia or alternatively, at the drop in box provided at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, W.P. Kuala Lumpur, Malaysia not later than 24 August 2026 at 10:00 a.m.** The certificate of appointment should be executed under its common seal in accordance with the constitution of the corporate member.

If a corporate member (through its corporate representative(s) or appointed proxy(ies)) is unable to attend the 9<sup>th</sup> AGM, you may appoint the Chairperson of the meeting as your proxy and indicate the voting instructions in the proxy form in accordance with the notes and instructions printed therein.

### 5. **PROCEDURE FOR ELECTRONIC SUBMISSION OF PROXY FORM**

The procedures to submit your proxy form electronically via The Portal, are summarised below:

<b>i. Steps for Individual Shareholders</b>	
<b>Procedure</b>	<b>Action</b>
Register as a User with the Portal	<ol style="list-style-type: none"> <li>1. Visit the at <a href="https://srmy.vistra.com">https://srmy.vistra.com</a>.</li> <li>2. Click "Register" and select "Individual Holder" and complete the New User Registration Form.</li> <li>3. For guidance, you may refer to the tutorial guide available on the homepage.</li> <li>4. Once registration is completed, you will receive an email notification to verify your registered email address.</li> <li>5. After verification, your registration will be reviewed and approved within one (1) working day. A confirmation email will be sent once approved.</li> <li>6. Once you receive the confirmation, activate your account by creating your password.</li> </ol> <p><i>If you are an existing user with The Portal or our TIH Online portal previously, you are not required to register again.</i></p>
Proceed with submission of Proxy Form	<ol style="list-style-type: none"> <li>1. After the release of the Notice of Meeting by the Company, login with your email address and password.</li> <li>2. Select the corporate event: "<b>MANFORCE GROUP BERHAD 9<sup>TH</sup> AGM</b>".</li> <li>3. Navigate to the 3 dots at the end of the corporate event and choose "<b>SUBMISSION OF PROXY FORM</b>".</li> <li>4. Read and agree to the Terms and Conditions and confirm the Declaration.</li> <li>5. Indicate the total number of shares assigned to your proxy(s) to vote on your behalf.</li> <li>6. Appoint your proxy(ies) and insert the required details of your proxy(ies) or appoint the Chairperson as your proxy.</li> <li>7. Indicate your voting instructions – FOR or AGAINST or ABSTAIN.</li> <li>8. Print the proxy form for your record.</li> </ol>

## ADMINISTRATIVE GUIDE FOR NINTH ANNUAL GENERAL MEETING ("9<sup>TH</sup> AGM") (CONT'D)

<b>ii. Steps for Corporation or Institutional Shareholders</b>	
<b>Procedure</b>	<b>Action</b>
Register as a User with the Portal	<ol style="list-style-type: none"> <li>1. Visit the Portal at <a href="https://srmy.vistra.com">https://srmy.vistra.com</a>.</li> <li>2. Click "Register" and select "Representative or Corporate Holder" and complete the New User Registration Form.</li> <li>3. Complete the registration form with your personal details.</li> <li>4. Once registration is completed, you will receive an email notification to verify your registered email address.</li> <li>5. After verification, your registration will be reviewed and approval within two (2) working days. A confirmation email will be sent once approved.</li> <li>6. Once you receive the confirmation, activate your account by creating your password.</li> </ol> <p><i>Note: The representative of a corporation or institutional shareholder must register as a user in accordance with the above steps before he/she can subscribe to this corporate holder electronic proxy submission. Please contact Tricor if you need clarifications on the user registration.</i></p>
Proceed with submission of Proxy Form	<ol style="list-style-type: none"> <li>1. Login to <a href="https://srmy.vistra.com">https://srmy.vistra.com</a> with your email address and password.</li> <li>2. Select the corporate event: "<b>MANFORCE GROUP BERHAD 9<sup>TH</sup> AGM</b>".</li> <li>3. Navigate to the icon "&gt;" at the end of the corporate event.</li> <li>4. Read and agree to the Terms and Conditions and confirm the Declaration.</li> <li>5. Select the corporate holder's name.</li> <li>6. Proceed to download the submission file.</li> <li>7. Prepare the file for the appointment of proxy(ies) by inserting the required data.</li> <li>8. Proceed to upload the duly completed proxy appointment file.</li> <li>9. Select "<b>Confirm</b>" to complete your submission.</li> <li>10. Print the confirmation report of your submission for your record.</li> </ol>

### 6. **PROCEDURE RESULTS OF THE VOTING**

The resolutions proposed at the 9<sup>th</sup> AGM and the results of the voting will be announced at the 9<sup>th</sup> AGM and subsequently via an announcement made by the Company through Bursa Securities at [www.bursamalaysia.com](http://www.bursamalaysia.com).

### 7. **NO DOOR GIFTS OR FOOD VOUCHERS**

There will be no door gifts or food vouchers provided to shareholders, proxies and invited guests who attend the 9<sup>th</sup> AGM.

### 8. **NO RECORDING OR PHOTOGRAPHY**

Unauthorised recording and photography are strictly prohibited at the 9<sup>th</sup> AGM.

### 9. **ENQUIRY**

If you have any enquiries on the above, please contact the following during office hours on Mondays to Fridays from 8:30 a.m. to 5:30 p.m. (except on public holidays):

#### **Tricor Investor & Issuing House Services Sdn. Bhd.**

General Line : +603-2783 9299  
Email : [is.enquiry@vistra.com](mailto:is.enquiry@vistra.com)

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## FORM OF PROXY

(before completing this Form of Proxy, please refer to the notes below)

<b>Number of Shares Held</b>	<b>CDS Account No.</b>
------------------------------	------------------------

\*I/We \_\_\_\_\_ NRIC No./Passport No. / Registration No. \_\_\_\_\_  
(FULL NAME IN BLOCK LETTER)

of \_\_\_\_\_  
(FULL ADDRESS)

with email \_\_\_\_\_ and mobile phone no. \_\_\_\_\_,  
being a \*member/members of **MANFORCE GROUP BERHAD**, do hereby appoint(s):

Full Name (in Block) [Proxy 1]	NRIC/Passport No.	Proportion of shareholding	
		No. of shares	%
Address:			
Email Address:			
Mobile Phone No.:			

and (if more than one (1) proxy)/or failing \*him/her,

Full Name (in Block) [Proxy 2]	NRIC/Passport No.	Proportion of shareholding	
		No. of shares	%
Address:			
Email Address:			
Mobile Phone No.:			

or failing whom, the Chairperson of the Meeting as \*my/our proxy to vote for \*me/us on \*my/our behalf at the Ninth Annual General Meeting ("9<sup>th</sup> AGM") of the Company to be held at **Ballroom III, Main Wing, Tropicana Golf & Country Resort, Jalan Kelab Tropicana, 47410 Petaling Jaya, Selangor ("Main Venue") on Wednesday, 26 August 2026 at 10:00 a.m.** and at any adjournment thereof.

Please indicate with an "X" in the spaces provided below how you wish your votes to be casted. If no specific direction as to voting is given, the proxy(ies) will vote or abstain for voting at his/her discretion.

ORDINARY RESOLUTIONS	FOR	AGAINST																							
<b>A) ORDINARY BUSINESS</b>																									
1. To approve the payment of Independent Non-Executive Directors' fees of up to RM186,000.00 payable on a monthly basis to the Independent Non-Executive Directors of the Company for the period from 27 August 2026 until the next Annual General Meeting of the Company to be held in year 2027, in such proportions and manner as the Directors may determine as follows:-																									
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2">No.</th> <th rowspan="2">Type of Director</th> <th colspan="3">Independent Non-Executive Directors' Fee (RM)</th> </tr> <tr> <th>the Company</th> <th>the Subsidiaries</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Chairperson of the Board</td> <td style="text-align: right;">69,000.00</td> <td style="text-align: center;">-</td> <td style="text-align: right;">69,000.00</td> </tr> <tr> <td>2</td> <td>Independent Non-Executive Directors</td> <td style="text-align: right;">117,000.00</td> <td style="text-align: center;">-</td> <td style="text-align: right;">117,000.00</td> </tr> <tr> <td></td> <td><b>Total</b></td> <td style="text-align: right;"><b>186,000.00</b></td> <td style="text-align: center;"><b>-</b></td> <td style="text-align: right;"><b>186,000.00</b></td> </tr> </tbody> </table>	No.	Type of Director	Independent Non-Executive Directors' Fee (RM)			the Company	the Subsidiaries	Total	1	Chairperson of the Board	69,000.00	-	69,000.00	2	Independent Non-Executive Directors	117,000.00	-	117,000.00		<b>Total</b>	<b>186,000.00</b>	<b>-</b>	<b>186,000.00</b>		
No.			Type of Director	Independent Non-Executive Directors' Fee (RM)																					
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	<b>Total</b>	<b>186,000.00</b>	<b>-</b>	<b>186,000.00</b>																					
2. To approve the payment of Executive Directors' fees of up to RM39,000.00 payable on a monthly basis to Dato' Wong Boon Ming for the period from 27 August 2026 until the next Annual General Meeting of the Company to be held in year 2027.																									
3. To approve the payment of Executive Directors' fees of up to RM39,000.00 payable on a monthly basis to Mr. Chin Kok Weng for the period from 27 August 2026 until the next Annual General Meeting of the Company to be held in year 2027.																									
4. To approve the payment of Non-Independent Non-Executive Directors' fees up to RM39,000.00 payable on a monthly basis to Datin Lim Gun Kiau for the period from 27 August 2026 until the next Annual General Meeting of the Company to be held in year 2027.																									
5. Re-election of Dato' Wong Boon Ming as Director pursuant to Clause 84.1 of the Company's Constitution.																									
6. Re-election of Mr. Chin Kok Weng as Director pursuant to Clause 84.1 of the Company's Constitution.																									
7. Re-appointment of Messrs. TGS TW PLT as the Auditors of the Company for the ensuing year and to authorise the Directors to fix their remuneration.																									
<b>B) SPECIAL BUSINESS</b>																									
8. Authority to allot and issue shares pursuant to the Companies Act 2016.																									

Dated this \_\_\_\_\_ day of \_\_\_\_\_ 2026

Signature of Member/Common Seal

\*Strike out whichever is not desired.

Notes:

- (1) The 9<sup>th</sup> AGM of the Company will be held at Main Venue. Members and proxies will have to attend physically in person at the Main Venue.
- (2) A member who is entitled to attend and vote at the 9<sup>th</sup> AGM shall be entitled to appoint not more than two (2) proxies to attend, participate and vote on his/her behalf at the 9<sup>th</sup> AGM. A proxy may but need not be a member of the Company, and need also not be an advocate, an approved company auditor or a person approved by the registrar of the Company. Where a member appoints two (2) proxies to attend the 9<sup>th</sup> AGM, the member shall specify the proportion of his/her shareholding to be represented by each proxy, failing which the appointment shall be invalid.
- (3) Where a member of the Company is an authorised nominee as defined under the Securities Industry (Central Depositories) Act 1991 ("SICDA"), he/she may appoint at least one (1) proxy but not more than two (2) proxies in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account. The appointment of two (2) proxies in respect of any particular securities account shall be invalid unless the authorised nominee specifies the proportion of its shareholding to be represented by each proxy.
- (4) Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account ("**Omnibus Account**"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each Omnibus Account it holds. The appointment of two (2) or more proxies in respect of any particular omnibus account shall be invalid unless the exempt authorised nominee specifies the proportion of its shareholding to be represented by each proxy.
- (5) The instrument appointing a proxy and the power of attorney or other authority, if any, shall be in writing under the hand of appointer or of his attorney duly authorised in writing or a copy of that power of attorney, certified by an advocate and solicitor, or where the appointer is a corporation, either under the corporation's common seal or under the hand of an officer or attorney duly authorised. Any alteration in the form of proxy must be initialled.
- (6) The Company shall be entitled to reject any instrument of proxy lodged if the member is not shown to have any shares entered against his name in the Register and/or subject to the Constitution of the Company in relation to the Record of Depositors made available to the Company.

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AFFIX  
STAMP

**MANFORCE GROUP BERHAD [Registration No.: 201701014455 (1228620-V)]  
C/O TRICOR INVESTOR & ISSUING HOUSE SERVICES SDN. BHD.**

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

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- (7) The instrument appointing a proxy may be made via hardcopy 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 9<sup>th</sup> AGM or at any adjournment thereof:-**
  - (i) In Hardcopy Form  
The Form of Proxy or the Power of Attorney or other authority, if any, under which it is signed or notarially certified shall be deposited at the Company's Share Registrar address at **Tricor Investor & Issuing House Services Sdn Bhd [Registration No.: 197101000970 (11324-H)], Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, W.P. Kuala Lumpur, Malaysia or alternatively, at the drop in box provided at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, W.P. Kuala Lumpur, Malaysia.**
  - OR
  - (ii) By Electronic Means  
The Form of Proxy shall be electronically submitted to the Share Registrar of the Company via Vistra Share Registry and IPO (MY) portal ("**The Portal**") at <https://smy.vistra.com>.  
Kindly refer to the Procedure for Electronic Submission of Proxy Form under Clause 5 of the Administrative Guide for the 9<sup>th</sup> AGM.
- (8) Pursuant to Rule 8.31A(1) of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad, all resolutions set out in this Notice of 9<sup>th</sup> AGM will be put to vote by poll.
- (9) In respect of deposited securities, only members whose names appear in the Record of Depositors on **18 August 2026** (General Meeting Record of Depositors) shall be entitled to participate at the 9<sup>th</sup> AGM, or to appoint proxy(ies) to attend, participate and vote on their behalf.
- (10) Those Forms of Proxy which are indicated with "**X**" in the spaces provided to show how the votes are to be cast will also be accepted. Any alteration in the form of proxy must be initialled.

**Personal data privacy:**

By submitting an instrument appointing proxy(ies) and/or representative(s) to participate at the 9<sup>th</sup> AGM and/or any adjournment thereof, the member of the Company accepts and agrees to the personal data privacy terms set out in the Notice of the 9<sup>th</sup> AGM dated 29 June 2026.

Fold This Flap For Sealing