

NOTIONVTEC

NOTION VTEC BERHAD

Registration No. 200301035125 (637546-D)
(Incorporated in Malaysia)

**STEER
STEADY
STRIDES**

ANNUAL
REPORT
**20
25**



VISION

To Provide Creative Solutions in Precision Manufacturing Technology
in a Sustainable and Responsible ESG compliant way.



MISSION

At Notion Group, our mission is to provide innovative, high-quality precision engineering solutions that exceed customer expectations.

We are committed to delivering reliable, cost-effective products through advanced technology, meticulous engineering, and continuous improvement. By fostering a culture of excellence, integrity, and collaboration, we aim to be a trusted partner in industries ranging from Hard Disk Drive, Automotive to Electronic Manufacturing Services appliances and High End Camera, ensuring that every project meets the highest standard of precision and performance.



The soft copy of Notion VTec Berhad Annual Report 2025 is available on our website. Go to www.notionvtc.com or scan the QR code.

22nd ANNUAL GENERAL MEETING

 Ballroom 1, Level G, Première Hotel,
Bandar Bukit Tinggi 1/KS6, Jalan Langat,
41200 Klang, Selangor Darul Ehsan, Malaysia

 Thursday, 5 March 2026, 9.30 a.m.

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CORPORATE INFORMATION

BOARD of DIRECTOR

THOO CHOW FAH
Executive Chairman

WILLIAM CHOO WING HONG
Managing Director

JOHN CHOO WING ONN
Executive Director

LEE TIAN YOKE
Executive Director

CHOO WING YEW
Executive Director

TEH SU-CHING
Independent Non-Executive Director

DATO' ABU BAKAR BIN MOHD NOR
Independent Non-Executive Director

ALVIN VONG CHEN WENG
Independent Non-Executive Director

AUDIT AND RISK MANAGEMENT COMMITTEE

Teh Su-Ching
(Chairperson)
Dato' Abu Bakar Bin Mohd Nor
Alvin Vong Chen Weng

REMUNERATION COMMITTEE

Alvin Vong Chen Weng
(Chairman)
Teh Su-Ching
Dato' Abu Bakar Bin Mohd Nor

NOMINATION COMMITTEE

Dato' Abu Bakar Bin Mohd Nor
(Chairman)
Teh Su-Ching
Alvin Vong Chen Weng

COMPANY SECRETARIES

Tai Yit Chan (MAICSA 7009143)
(SSM PC No. 202008001023)
Tan Ai Ning (MAICSA 7015852)
(SSM PC No. 202008000067)

HEAD / MANAGEMENT OFFICE

Lot 6123 Jalan Haji Salleh
Batu 5½, Jalan Meru, 41050 Klang
Selangor Darul Ehsan
Tel : (603) 3361 5615
Fax : (603) 3361 5618

WEBSITE

www.notionvtec.com

PRINCIPAL BANKERS

HSBC Bank Malaysia Berhad
2, Jalan Tiara 2A, Bandar Baru Klang
41150 Klang, Selangor Darul Ehsan
Tel : (603) 3343 6111
Fax : (603) 3344 4249

Hong Leong Islamic Bank Berhad
Level 1, Wisma Hong Leong
18 Jalan Perak, 50450 Kuala Lumpur
Tel : (603) 2164 3939
Fax : (603) 2161 1278

SHARE REGISTRAR

**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, Malaysia
Tel : (603) 2783 9299
Fax : (603) 2783 9222
Email : is.enquiry@vistra.com

Tricor's Customer Service Centre
Unit G-3, Ground Floor
Vertical Podium, Avenue 3
Bangsar South, No. 8, Jalan Kerinchi
59200 Kuala Lumpur, Malaysia

REGISTERED OFFICE

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

AUDITORS

Crowe Malaysia PLT
Chartered Accountants
Suite 50-3, Setia Avenue
No. 2, Jalan Setia Prima S U/13S
Setia Alam, Seksyen U13
40170 Shah Alam
Selangor Darul Ehsan
Tel : (603) 3343 0730
Fax : (603) 3344 3036

STOCK EXCHANGE

**Main Market of Bursa Malaysia
Securities Berhad**

SHARES

Stock Name : **Notion**
Stock Code : **0083**

WARRANTS

Stock Name : **Notion-WD**
Stock Code : **0083WD**

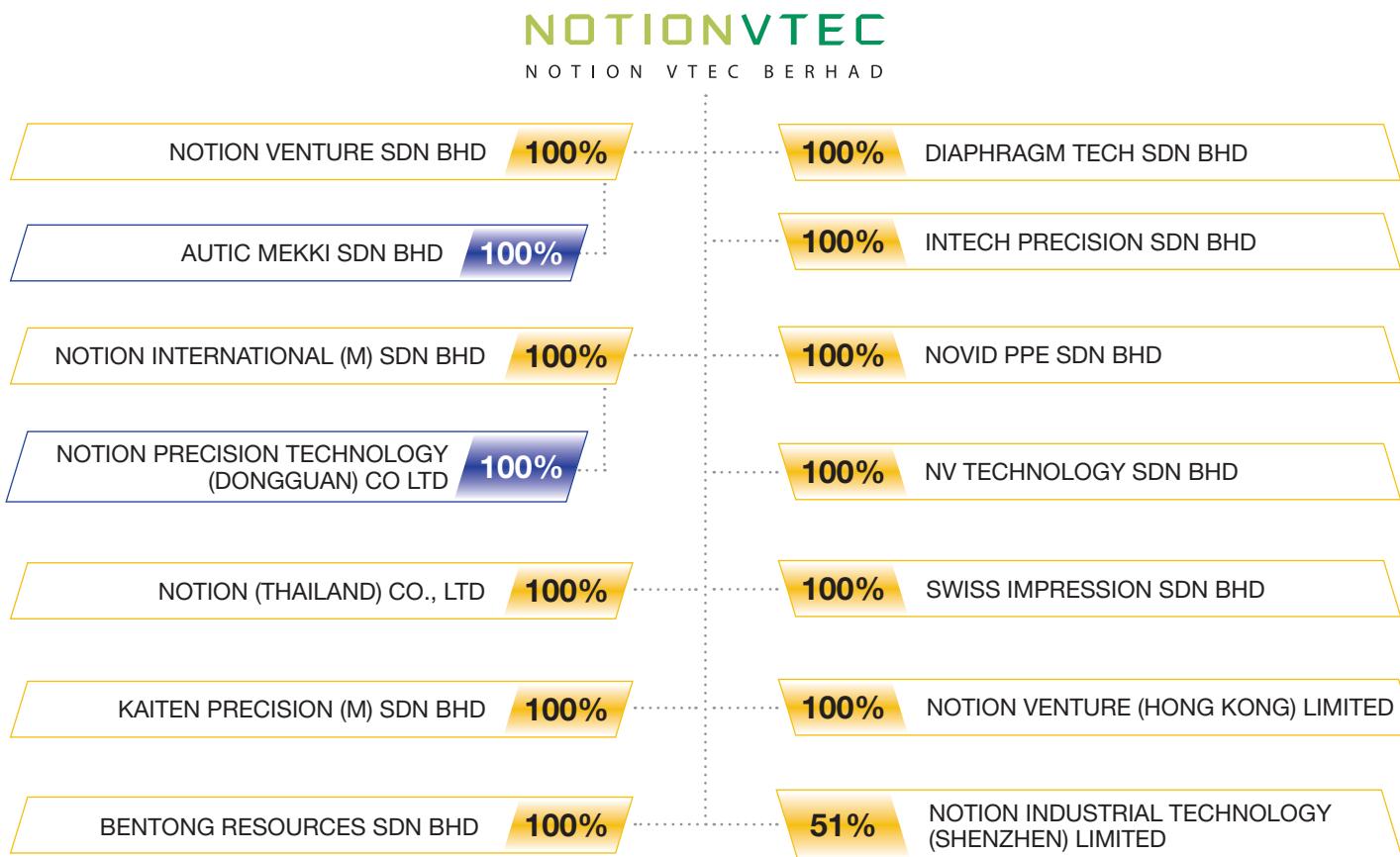
FINANCIAL HIGHLIGHTS

The table below sets out a summary of the audited results of the Notion Group for the financial years ended 30 September 2021 to 2025:

	2025	2024	2023	2022	2021
Revenue (RM'000)	487,601	487,963	345,258	334,146	352,915
Profit/(Loss) before Tax (RM'000)	25,603	57,007	(42,144)	18,976	(10,272)
Profit/(Loss) after Tax (RM'000)	17,370	42,941	(45,016)	9,379	(7,810)
Profit/(Loss) attributable to owners of the Company (RM'000)	17,109	42,749	(45,016)	9,379	(7,810)
Earning/(Loss) before interest, taxes, depreciation and amortisation (EBITDA/(LBITDA)) (RM'000)	52,856	82,509	(8,937)	55,188	27,922
No. of shares in issue ('000)	525,569*	518,383*	515,808*	515,682	515,370*
Net Profit/(Loss) per share (Sen)	3.3*	8.3	(8.7)	1.8	(1.5)

* Based on weighted average paid up share capital.

CORPORATE STRUCTURE



BOARD OF DIRECTORS

THOO CHOW FAH

Executive Chairman

 Malaysian

 Male

 73

Mr Thoo Chow Fah was first appointed to the Board on 8 February 2005. In his capacity as Executive Chairman, Mr Thoo's key role is in the macro management and investors' relation of the Group.

He commenced his career with Sime Darby Plantations in 1978.

Subsequently, in 1990 he joined Sinar Mas Group, one of the largest private plantation groups in Indonesia.

He left the Group in 1995 before setting up his own palm oil factory engineering consultancy.

Mr Thoo graduated from University of Strathclyde, Glasgow, Scotland with a Bachelor's degree in Mechanical Engineering. He also has a Master's degree in Management Science from Imperial College, University of London.

Other than Notion VTec Berhad, he does not hold any directorship in other public companies and listed issuers.

WILLIAM CHOO WING HONG

Managing Director

 Malaysian

 Male

 61

Mr William Choo Wing Hong was first appointed to the Board on 8 February 2005. In his capacity as Managing Director, Mr William Choo plays a key role in executing the strategic growth and development plans of the Group. He is the key technical person of the Group.

Prior to setting up Notion Venture Sdn Bhd, the principal manufacturing arm of the Group in 1995, he has garnered more than 21 years of CNC precision machining experience at Fujitsu Electronics Sdn Bhd, Johor, TPK Engineering Pte Ltd, Singapore, Motorola (M) Sdn Bhd, Sungei Way, Yamazen Sdn Bhd, Selangor and Preciturn Sdn Bhd, Bangi.

He also heads the R&D division of Notion Group which provides technical research on the development of new machining methods, new production methods and engineering processes.

Mr William Choo obtained his Diploma in Mechanical Engineering from the Federal Institute of Technology, Kuala Lumpur in 1985.

Other than Notion VTec Berhad, he does not hold any directorship in other public companies and listed issuers.

JOHN CHOO WING ONN

Executive Director

 Malaysian

 Male

 59

Mr John Choo Wing Onn was first appointed to the Board on 8 February 2005. His key role is in maintaining key HDD manufacturer accounts and the constant monitoring and satisfying customer's need of quality components.

He has worked at American Express Malaysia Sdn Bhd, Kuala Lumpur and Schering AG, Petaling Jaya and subsequently joined Schering Plough Sdn Bhd in various sales capacity.

He obtained his Certificate in Marketing from the Chartered Institute of Marketing, United Kingdom, in 1993.

Other than Notion VTec Berhad, he does not hold any directorship in other public companies and listed issuers.

Board of Directors (Cont'd)

LEE TIAN YOKE

Executive Director

 Malaysian

 Male

 AGE 55

Mr Lee Tian Yoke was first appointed to the Board on 8 February 2005. He heads the marketing team of Notion Group, where his concentration is on Automotive and HDD projects.

Mr Lee commenced his sales career in Mechcraft Trading Sdn Bhd, Kuala Lumpur. During his tenure with Mechcraft, he had made valuable contacts with many MNCs wanting to localise the manufacture and supply of component parts. In 1995, he moved to Preciturn Sdn Bhd where he was in charge of customer relations and new project development.

He received his Certificate in Marketing from HELP Institute, Kuala Lumpur in 1994.

Other than Notion VTec Berhad, he does not hold any directorship in other public companies and listed issuers.

CHOO WING YEW

Executive Director

 Malaysian

 Male

 AGE 64

Mr Choo Wing Yew was first appointed to the Board on 10 November 2009.

He is a member of the Chartered Institute of Management Accountants, United Kingdom and the Malaysian Institute of Accountants. He started his professional career with Deloitte Kassim Chan & Co., a public accounting firm in 1983. Later in 1990, he moved into financial management positions in various corporations including public companies.

Mr Choo joined Notion Group as Financial Controller in May 2005 and is the key financial person of the Group.

Other than Notion VTec Berhad, he does not hold any directorship in other public companies and listed issuers.

DATO' ABU BAKAR BIN MOHD NOR

Independent Non-Executive Director

 Malaysian

 Male

 AGE 72

Dato' Abu Bakar Bin Mohd Nor was appointed to the Board on 7 May 2018. He is the Chairman of the Nomination Committee as well as a member of the Audit and Risk Management Committee and Remuneration Committee.

Dato' Abu Bakar started his career as Deputy Chief Internal Auditor in Bank Bumiputra Malaysia Bhd for a year. Subsequently, he joined Malaysia Mining Corporation in the Tin Marketing Department in 1981. In 1982, he joined Perbadanan Nasional Berhad (PERNAS) as a General Manager in Corporate Services for a period of 8 years. He was formerly the Chief Executive Officer of Peremba Berhad for three years. He then joined Landmarks Berhad as an Executive Director for one year. He was also served as Managing Director of Tradewinds (M) Berhad from 1994 to 1996. During the same year, he joined Saujana Consolidated Berhad as Managing Director and also acted as a member of the Audit Committee until March 2009. Currently, he serves on the Board of Saujana Hotel Sdn Bhd, which owns The Saujana Kuala Lumpur. He also sits on board of various other private limited companies involved in the hotel and leisure industry. He was formerly a member of the Board of University Technology Malaysia (UTM) which he served for 10 years.

He graduated with a B. Sc (Hons) in Business Administration Accounting from University of Wales in 1976, and is a Chartered Accountant, Institute of Chartered Accountant, England and Wales.

Other than Notion VTec Berhad, he does not hold any directorship in other public companies and listed issuers.

Board of Directors (Cont'd)

TEH SU-CHING

Independent Non-Executive Director

 Malaysian

 Female

 52

Ms Teh Su-Ching was appointed to the Board on 2 August 2021. She is the Chairperson of the Audit and Risk Management Committee as well as a member of the Nomination Committee and Remuneration Committee.

She has 30 years of working experience in audit, corporate advisory, business development, corporate finance, accounting and financial management. Ms Teh started her career in Crowe Malaysia PLT as a Senior Audit and thereafter promoted to a Director for provision of Corporate Advisory service.

In 2010, she joined a healthcare company as the Chief Financial Officer. In 2016, she joined a plantation company first as the Head of Business Development and then as a General Manager of Finance.

Ms Teh is a fellow member of the Association of Chartered Certified Accountants (ACCA), a member of the Institute of Chartered Accountants in England and Wales (ICAEW), a Chartered Accountant of the Malaysian Institute of Accountants (MIA) and a member of the Institute of Leadership (IOL) in the United Kingdom.

She also sits on the board of Sern Kou Resources Berhad, Pimpinan Ehsan Berhad, Foodie Media Berhad and Stratus Global Holdings Berhad.

Other than Notion VTec Berhad and the directorships as disclosed above, she does not hold any directorship in other public companies and listed issuers.

ALVIN VONG CHEN WENG

Independent Non-Executive Director

 Malaysian

 Male

 44

Mr Alvin Vong Chen Weng was appointed to the Board on 17 April 2023. He is the Chairman of the Remuneration Committee as well as a member of the Audit and Risk Management Committee and Nomination Committee.

Mr Alvin Vong graduated with a Bachelor of Commerce in Management Accounting, Investment Finance and Information Management, and a Graduate Diploma in Information Technology from University of Western Australia.

Mr Alvin Vong has over 15 years of experience in capital markets and has successfully listed EquitiesTracker Holdings Berhad on Bursa Malaysia's Leading Entrepreneur Accelerator Platform (LEAP) market in 2019.

His expertise includes building financial analytics and information on public listed companies in Malaysia, Singapore and Australia. In addition to his business experience, he is skilled in financial education and training, the courses he created are recognised by professional and regulatory bodies for professional education. His client base includes investment banks, brokers and retail investors.

In 2023, he has successfully navigated his group of companies in expanding their business to establish an onshore and offshore licensed fund management business. He is currently an Executive Director and Group Chief Executive Officer of EquitiesTracker Holdings Berhad.

Other than Notion VTec Berhad and the directorship as disclosed above, he does not hold any directorship in other public companies and listed issuers.

Notes to Directors' profile:

1. Family Relationships

Mr William Choo Wing Hong, Mr John Choo Wing Onn and Mr Choo Wing Yew are siblings. They are also brothers-in-law of Mr Thoo Chow Fah.

The other Directors do not have any family relationship with any Director and/or major shareholders of the Company.

2. Conflict of Interest / Potential Conflict of Interest

None of the Directors has any conflict of interest / potential conflict of interest with the Group.

3. Conviction of Offences

None of the Directors has any conviction for offences within the past 5 years or any public sanction or penalty imposed by the relevant regulatory bodies during the financial year 2025.

4. Attendances at Board Meetings

The details of the Directors' attendance at Board Meetings are set out on page 60 of this Annual Report.

5. Shareholdings

The details of the Directors' interest in the securities of the Company are set out on pages 141 and 143 of this Annual Report.

KEY SENIOR MANAGEMENT

THOO CHOW FAH

Executive Chairman

 Malaysian

 Male

 73

Mr Thoo Chow Fah was first appointed to the Board on 8 February 2005. In his capacity as Executive Chairman, Mr Thoo's key role is in the macro management and investors' relation of the Group.

He commenced his career with Sime Darby Plantations in 1978.

Subsequently, in 1990 he joined Sinar Mas Group, one of the largest private plantation groups in Indonesia.

He left the Group in 1995 before setting up his own palm oil factory engineering consultancy.

Mr Thoo graduated from University of Strathclyde, Glasgow, Scotland with a Bachelor's degree in Mechanical Engineering. He also has a Master's degree in Management Science from Imperial College, University of London.

WILLIAM CHOO WING HONG

Managing Director

 Malaysian

 Male

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Mr William Choo obtained his Diploma in Mechanical Engineering from the Federal Institute of Technology, Kuala Lumpur in 1985.

JOHN CHOO WING ONN

Executive Director

 Malaysian

 Male

 59

Mr John Choo Wing Onn was first appointed to the Board on 8 February 2005. His key role is in maintaining key HDD manufacturer accounts and the constant monitoring and satisfying customer's need of quality components.

He has worked at American Express Malaysia Sdn Bhd, Kuala Lumpur and Schering AG, Petaling Jaya and subsequently joined Schering Plough Sdn Bhd in various sales capacity.

He obtained his Certificate in Marketing from the Chartered Institute of Marketing, United Kingdom, in 1993.

Key Senior Management (Cont'd)

CHOO WING YEW

Executive Director

 Malaysian

 Male

 64

Mr Choo Wing Yew was first appointed to the Board on 10 November 2009.

He is a member of the Chartered Institute of Management Accountants, United Kingdom and the Malaysian Institute of Accountants. He started his professional career with Deloitte Kassim Chan & Co., a public accounting firm in 1983. Later in 1990, he moved into financial management positions in various corporations including public companies.

Mr Choo joined Notion Group as Financial Controller in May 2005 and is the key financial person of the Group.

LEE TIAN YOKE

Executive Director

 Malaysian

 Male

 55

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Mr Lee commenced his sales career in Mechcraft Trading Sdn Bhd, Kuala Lumpur. During his tenure with Mechcraft, he had made valuable contacts with many MNCs wanting to localise the manufacture and supply of component parts. In 1995, he moved to Preciturn Sdn Bhd where he was in charge of customer relations and new project development.

He received his Certificate in Marketing from HELP Institute, Kuala Lumpur in 1994.

MANAGEMENT DISCUSSION & ANALYSIS

Financial and Operational Review

For the financial year ended 30 September 2025 ("FYE2025"), the Group posted sales revenue of RM488 million (FYE2024 - RM488 million) and recorded a Profit After Tax ("PAT") of RM17.4 million (FYE2024 - RM42.9 million).

Although the FYE2025 sales revenue appeared static compared to previous year, the effect of the weaker USD and EUR have reduced the sales revenue growth by about 5% and its consequential effects on the PAT.

The breakdown of the Group's revenue is shown as below:

Segments	Revenue			
	FYE2025		FYE2024	
	RM'000	%	RM'000	%
Hard Disk Drive ("HDD") / Solid-State Drive ("SSD")	156,038	32	133,347	27
Automotive	103,502	21	116,914	24
Electronics Manufacturing Services ("EMS")	187,534	39	189,932	39
Camera/Industrial Products	40,527	8	47,770	10
Total	487,601	100	487,963	100

Notion's Outlook & Strategies

The 3-legged business segments of the Group will continue to provide a diversified business strategy and as platforms for growth.

Additional new business segments will be added as and when opportunities arise.

Precision engineering, technical skills, innovative approaches to engineering challenges, technology, quality assurance and productivity improvements in processes, all these factors will be core focus of the engineering strength & excellence strategy of the Group.

The multiple geographical footprint of its manufacturing hubs is a Group strategy to have a diversified work force and different supply chain in each hub.

As Artificial Intelligence progresses to AI self-driving autonomy and humanoid AI robots replacing humans at work gathering speed, the Group will stay particular attention in these areas of technology.

Management Discussion & Analysis (Cont'd)

Group's Segmental Analysis

HDD/SSD Business

Notion Thailand is the hub where SSD enclosure components are manufactured in volume since FYE2004 and rapid expansion is expected due to the high demand for data storage driven by the AI high growth trend.

HDD is also said to be in shortage and high demand arising from data centre growth demand. All the 3 HDD makers will be progressing to HAMR (heat assisted magnetic recording) technology next 2 years in order to satisfy data storage demand. The raw material used for the HAMR drives will change to stainless steel, titanium and even glass, so the ASPs (Average Selling Price) of HDD parts will increase multi-fold when this change happens. The Group will continue to aggressively allocate resources in this sector and both the Klang and Thailand operations are expected to be in high gear for the foreseeable future.

Automotive Business

We expect 2 new customers orders to commence in FYE2025 in this ICE (Internal Combustion Engine) space as machinery has been ordered and pre-mass production trials are on-going in preparation to meet customers schedules.

The trade war between USA and China is always of concern but China as the major significant manufacturing base is hard to replace in the short term so it will remain the major supply chain source for many years to come. The relocation to other South East Asian countries is an on-going trend.

EMS Business

With lower consumer spending in Europe, USA and Asia Pacific countries, we expect the EMS sector to be challenging due also to competition from other players in 2026. However, the Group's operations in Johor are able to maintain its sales revenue as its motor business is being expanded to meet customer's demand. This motor business revenue will offset some of the other decline in orders for metal parts.

The Group continues to diversify away from single customer and single industry risks.

Camera/Industrial Products Business

The camera business continues to show little growth and this is expected but we continue to support our customers on this space.

Risks

- Geopolitical risks will continue to affect every country and economies of the world and directly and indirectly affect the Group's business orders as well.
- Technology and innovations in engineering are key factors for the Group to improve and excel in order to compete well.
- The volatility of the USD and Euro exchange rates against the Malaysian Ringgit continues to be a major challenge to the Group's exports revenue. So, the Group uses prudent hedging of up to 70% of the net foreign exchange exposure.
- We continue efforts to diversify away from the heavy dependency risk on the EMS sector.
- Succession planning risk is always a priority of the Group as new management is taken in to gradually replace the existing senior team.

Dividend

In view of the Group's significant capital expenditure requirements, the Board is of the opinion that it is prudent to conserve cash resources. Accordingly, no dividend is proposed in respect of the FYE2025.

SUSTAINABILITY STATEMENT

CHAPTER 1: The Sustainable Notion VTec Blueprint

1.1 The Strategic Imperative

Sustainability at Notion VTec ("NVTEC") is how we build a strong, lasting business. We see it not as an obligation, but as the foundation for our long-term growth and competitive advantage. Our stability and success are directly tied to how responsibly we manage the economy, the natural environment and the communities where we operate.

In the global precision manufacturing component sector, integrating ESG principles delivers distinct advantages:

1.1.1. Business Resilience and Financial Strength

Securing Customer Trust: Our global clients, especially in the Hard Disk Drive (HDD) and automotive industries, demand stringent ESG compliance. By embedding ethical practices and strong governance across our value chain, we assure our customers of reliable, responsible products. This is critical for winning high-value contracts and maintaining market leadership.

1.1.2. Risk Mitigation and Proactive Management

Supply Chain Stability: We proactively anticipate and manage risks related to climate change, resource scarcity, and social issues (like Human Rights) throughout our supply chain. This foresight ensures the smooth continuity of our operations, even when facing global disruptions.

1.1.3. Reputational Value and Stakeholder Trust

Attracting Talent: Our dedication to a safe workplace, employee well-being, and ethical operations is essential for recruiting and retaining the highly skilled technical workforce needed in precision manufacturing.

Deepening Relationships: Transparency in our reporting and accountability in our governance strengthen the trust of everyone we work with: our shareholders, our employees, and our local communities.

Ultimately, by weaving sustainability into everything we do, NVTEC is positioned not just to adapt to change, but to lead the way as a responsible and resilient manufacturing partner.



Sustainability Statement (Cont'd)

CHAPTER 1: The Sustainable Notion VTEC Blueprint (Cont'd)

1.2 Message from the Group Executive Director

Opening Statement: Strategic Vision & Commitment

Sustainability at NVTEC is the bridge between today's business resilience and tomorrow's opportunities. We firmly believe that ethical governance, continuous innovation and deep care for our people are not just corporate values; they are the foundations upon which our enduring success in the precision manufacturing sector is built. As we present our Sustainability Statement for the 2025 financial year, we affirm our commitment to embedding ESG thinking into every level of our operation, from the shop floor to the Boardroom.

1.2.1 Resilience Through Market Shifts and Compliance

"In a global industry defined by rapid technological shifts, heightened ESG expectations from key customers, and increasingly complex supply chains, resilience has become the cornerstone of sustainable success. Over the past year, we have navigated challenges with strategic foresight and values-driven leadership.

We successfully mitigated external pressures such as geopolitical uncertainty and volatility in the forex market, ensuring continuity in supply and operations. This focus on strategic foresight has positioned our business not only to withstand external change but to thrive in it.

Our commitment to future-focused compliance, including IFRS S2 alignment, guides us as we formalise the way we assess climate-related risks and opportunities."

1.2.2 Driving Value in the Manufacturing Ecosystem

"This year, we continued to execute our strategy of driving value through operational excellence and responsible manufacturing. Our dedication to our material topics: from reducing Greenhouse Gas (GHG) emissions and managing water consumption to upholding Human Rights and strengthening Health & Safety, has yielded tangible results for our shareholders and our stakeholders.

Our people are at the heart of this success. Through continuous capacity building and our HRDC-certified training programs, we empower our workforce to be the drivers of sustainable change, ensuring we retain the technical expertise necessary for precision manufacturing.

Our partnership with global multinational corporations in the demanding Hard Disk Drive and Automotive industries reinforces our position as a reliable and ethically compliant partner within the value chain."

1.2.3 Looking Forward: A Focus on Governance and Decarbonisation

"As we look ahead to the new financial year, our priorities are clear: strengthening our sustainability governance structure to ensure full accountability, and setting clear targets toward decarbonization. Our leadership is fully committed to translating our ambition into measurable action, creating a shared future where the success of NVTEC is synonymous with sustainability.

Thank you to our employees, management team, and shareholders for your continued trust and support."

Mr. Choo Wing Hong
Group Managing Director

Sustainability Statement (Cont'd)

CHAPTER 1: The Sustainable Notion VTec Blueprint (Cont'd)

1.3 Basis of Preparation

The purpose of the NVTEC Sustainability Report is to provide an update on the Group's progress against its sustainability commitments and performance targets, as outlined in our Sustainability Framework, and to fulfil relevant reporting requirements.

1.3.1 Report Outline

This Sustainability Report outlines NVTEC's environmental, social and governance ("ESG") performance for the reporting period 1 October 2024 to 30 September 2025. It serves as a transparent account of our progress, challenges, and commitments in advancing sustainability across our operations.

1.3.2 Reporting Boundary

The disclosures in this report cover NVTEC's Group operations, primarily focusing on our key manufacturing hubs in Malaysia and Thailand. The scope includes all entities where NVTEC exercises financial and operational control.

1.3.3 Reporting Scope

The report addresses our material ESG topics as identified through our materiality assessment process, covering environmental stewardship, business and products, social impact, and governance practices. These topics are aligned with stakeholder priorities and business objectives and are reported in accordance with internationally recognised frameworks.

1.3.4 Statement of Compliance

The Group's sustainability-related financial disclosures have been prepared in accordance with the IFRS Sustainability Disclosure Standards as issued by the International Sustainability Standards Board (ISSB).

1.3.5 Connectivity of Information

This Sustainability Report presents the Group's sustainability-related financial information for the financial year ended 30 September 2025, aligned with the reporting period of the Group's consolidated financial statements.

The report is prepared with a strong emphasis on connectivity, linking sustainability-related risks and opportunities (SROs) and climate-related risks and opportunities (CROs) with the Group's financial performance, position, and cash flows over the **short, medium, and long term**. In the upcoming financial year's report the sustainability-related metrics where applicable will be directly cross-referenced to relevant financial statement line items to provide a cohesive and decision-useful view of how sustainability considerations influence the Group's business outcomes.

1.3.6 Reporting Frameworks

This Sustainability Statement has been prepared using a multi-pronged approach, integrating globally recognized standards to ensure our disclosures are comprehensive, relevant, and aligned with international best practices.

The standards followed are Bursa Malaysia's Listing Requirements, Global Reporting Initiative (GRI), IFRS S1 & S2, TCFD and UNSDG's.

Sustainability Statement (Cont'd)

CHAPTER 1: The Sustainable Notion VTec Blueprint (Cont'd)

1.3.7 Assumptions, Judgements and Estimates

Topic	Description
GHG Emissions	The Group exercised judgement when setting boundaries of scope 3 emissions category 6 (business travels) limiting the boundary to flights only for domestic and international travels. The group aims to extend to other modes of transportation in the upcoming year.
Scenario Selection	The selection of scenarios for climate-related scenario analysis required judgement to reflect a range of temperature outcomes and transition pathways that capture the uncertainties most likely to affect the Group's strategy, business model, financial position and performance.

1.3.8 Transition Reliefs

In preparing this report for its first annual reporting period under the IFRS Sustainability Disclosure Standards, the Group has applied the following transition reliefs, as permitted by the standards:

- The Group has disclosed qualitative information on both **sustainability-related risks (SROs)** and **climate-related risks** and has not yet extended disclosure to quantify the financial impact on the Group.
- The Group has **disclosed 2 selected categories of Scope 3 greenhouse gas emissions** for this reporting period. Scope 3 emissions will be progressively incorporated as data collection systems and processes mature.

The Group intends to expand the scope and depth of its sustainability-related disclosures in future reporting periods as data quality, system readiness, and internal governance processes continue to strengthen.

1.3.9 External Assurance Statement

We have not conducted any external assurance of our sustainability matters, report, and carbon footprint in this financial year. The data reported herein is based on internal monitoring and validation procedures.

1.3.10 Feedback

Our Sustainability Statement 2025 (SS2025) can be viewed and downloaded from NVTEC's official website at: <http://www.notionvtc.com/>.

NVTEC values its engagement with its valued stakeholders and is always open to any feedback, inquiries, and concerns to ensure we consistently improve at the Group. Our contact details are as below:

Detail	Contact Information
Office Number	+(603) 3361 5615
Headquarters Address	Notion VTec Berhad Lot 6123, Jalan Haji Salleh, Batu 5½, Jalan Meru, 41050 Klang, Selangor Darul Ehsan

Sustainability Statement (Cont'd)

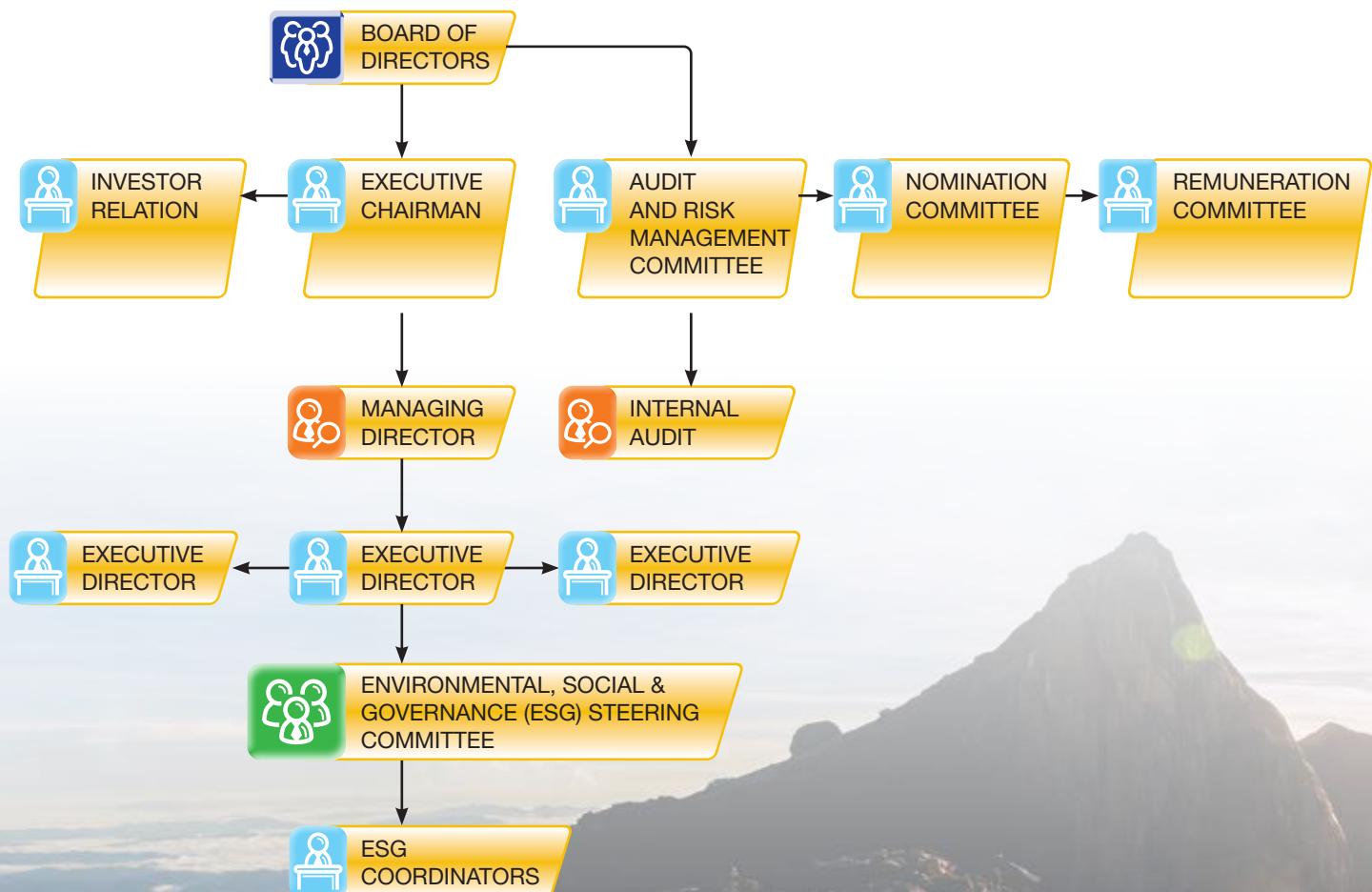
CHAPTER 1: The Sustainable Notion V Tec Blueprint (Cont'd)

1.4 Sustainability and Organisational Governance

NVTEC's governance framework ensures that sustainability is a core driver of long-term value creation, corporate resilience and stakeholder trust. Our structure is anchored by the Board of Directors, which upholds the principles of the Malaysian Code on Corporate Governance (MCCG) 2021 and integrates Environmental, Social, and Governance (ESG) considerations into all strategic and operational decision-making.

1.4.1 Sustainability Governance Structure: Roles and Responsibilities

NVTEC maintains a robust, four-tiered sustainability governance structure to ensure effective oversight, strategic alignment and operational execution across the Group. This structure clearly defines accountability and fosters a top-down commitment to our sustainability agenda.



Sustainability Statement (Cont'd)

CHAPTER 1: The Sustainable Notion V Tec Blueprint (Cont'd)

1.4.1 Sustainability Governance Structure: Roles and Responsibilities (Cont'd)

Governance Tier	Key Role and Responsibility	Enhanced Focus & Accountability
Board of Directors (Board)	Holds ultimate accountability for managing NVTEC's sustainability matters, including approving policies, targets, and implementation timelines.	Ensures ESG is fully integrated into the Group's corporate strategy and risk appetite. Mandates that major capital expenditure and strategic investments undergo formal sustainability impact assessments.
Audit and Risk Management Committee (ARMC)	Assists the Board in overseeing all risks, with an expanded mandate to include material ESG and climate-related risks. Reviews and recommends the Group's sustainability strategies and policies to the Board.	Formal integration of ESG risks into the Enterprise Risk Management (ERM) framework (similar to Dufu's model). Oversees the integrity, quality, and external reporting of sustainability data.
Sustainability Steering Committee (SSC)	Chaired by the Group Executive Director, comprising senior management and heads of key departments (Operations, Finance, HR, Compliance, etc.).	Provides operational direction and ensures sustainability initiatives are fully resourced and embedded into departmental business plans and budgets. Drives internal awareness and culture change across the Group.
Sustainability Working Group (SWG)	Comprises cross-functional members from manufacturing and support teams. Reports to the SSC.	Responsible for the day-to-day execution, data collection, measurement, and monitoring of sustainability action plans, ensuring effective process controls are in place and adhered to.

Operational Classification under the SSC

The implementation of initiatives and the advancement of sustainability practices are managed by the Sustainability Steering Committee (SSC), which includes the Management Committee and ESG Coordinators.

Sub-Committee	Leadership	Key Responsibilities
Management Committee	Lead by Group Executive Director	Determines the strategies and action plans relating to sustainability matters. Presents sustainability-related matters to the Board for deliberation.
ESG Coordinators	Consist of Operations Manager and Accounts Executive.	Consolidate, develop, coordinate and implement day-to-day sustainability initiatives across the Group. Collect sustainability-related data against measurable indicators and performance.

1.4.2 Board Composition Overview

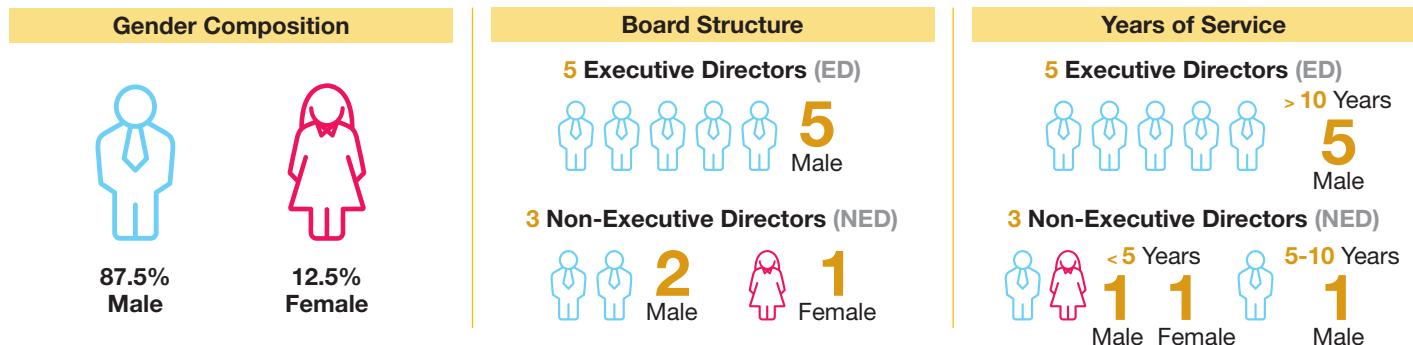
NVTEC's Board composition reflects a commitment to independence and is structured to ensure effective oversight, in line with MCG 2021.

<p>Composition & Independence: The Board comprises five Executive Directors and three Independent Non-Executive Directors, providing 37.5% independent representation. The Audit and Risk Management Committee (ARMC), Nomination Committee, and Remuneration Committee are all chaired by an Independent Non-Executive Director.</p>	<p>Diversity (Gender): The Board currently comprises seven male and one female member. This representation of 12.5% women is recognized as an opportunity to broaden representation towards the recommended threshold of at least 30% women on the Board.</p>
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Sustainability Statement (Cont'd)

CHAPTER 1: The Sustainable Notion V Tec Blueprint (Cont'd)

1.4.2 Board Composition Overview (Cont'd)

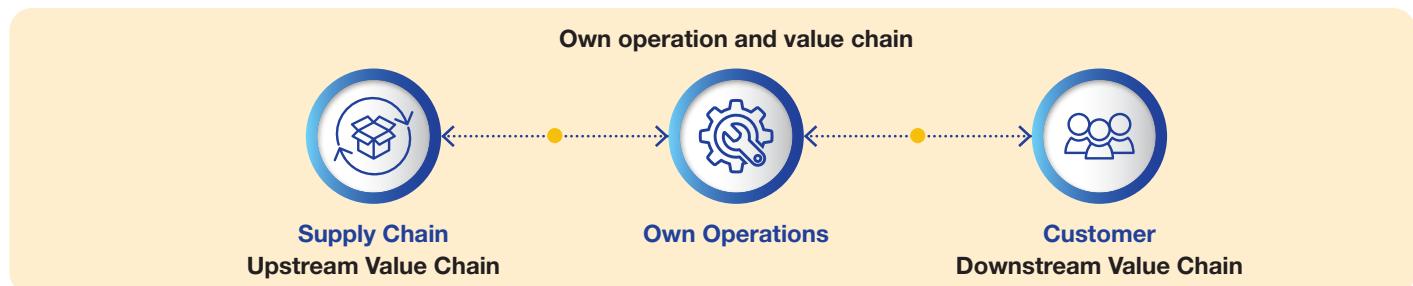


1.5 Our Double Materiality Assessment

1.5.1 Our Value Chain and Stakeholder Engagement

At **NVTEC** our value chain reflects the integration of sustainability considerations across our end-to-end business activities, from sourcing and manufacturing to customer engagement and product lifecycle support. The value chain is structured around three interconnected segments:

- **Upstream** – our supply chain, focusing on responsible sourcing of raw materials, components, machinery and services from local and international suppliers.
- **Midstream** – our own operations, encompassing product design, precision manufacturing, quality assurance and internal support functions.
- **Downstream** – our customer engagement, including product delivery, technical support and collaboration to enhance product performance and lifecycle sustainability.



Our value chain is more than a linear process; it represents the systematic integration of EESG considerations across every stage of our operations. The detailed value chain map (illustrated in the infographic) outlines the flow from upstream to downstream activities, highlighting key points where sustainability risks, opportunities, and controls are embedded.

This value chain mapping enables NVTEC to:

- Identify where material sustainability topics have the most significant impacts and dependencies.
- Align value chain activities with the Sustainability-Related Risks and Opportunities (SRRO) mapping presented in subsequent sections of this report.
- Strengthening the linkage between strategy, operational performance, and stakeholder expectations, ensuring sustainability is embedded into decision-making.

Sustainability Statement (Cont'd)

CHAPTER 1: The Sustainable Notion V Tec Blueprint (Cont'd)

1.5.1 Our Value Chain and Stakeholder Engagement (Cont'd)

While the map captures the key elements of NVTEC's operations, it is not intended to be exhaustive. Rather, it serves as a strategic tool to prioritise high-impact areas for improvement, innovation, and collaboration across the value chain.

Value Chain Segment	Key Activities	Relevant Finalised Material Topics
Upstream (Supply Chain)	<ul style="list-style-type: none"> - Supplier selection, onboarding, and qualifications - Sourcing of raw materials, components, and consumables - Procurement of machinery, tools, and spare parts - Supplier audits and compliance assessments - Inbound logistics and inventory management 	<ul style="list-style-type: none"> - Responsible Procurement & Supplier Management - Energy Efficiency & Management (embedded through supplier requirements) - Human Rights & Fair Labour Practices - Anti-Bribery & Corruption (ABC) and Anti-Money Laundering
Midstream (Own Operations)	<ul style="list-style-type: none"> - Product design and engineering - Precision manufacturing and assembly processes - Energy consumption in production operations - GHG and stack emissions management - Water usage and wastewater discharge - Waste segregation, recycling, and material recovery - Quality assurance and testing - Workforce training and skills development - Occupational health & safety management systems 	<ul style="list-style-type: none"> - Energy Efficiency & Management - GHG and Stack Emissions & Climate Change - Water Consumption & Wastewater Management - Recycling & Material Recovery - Occupational Safety & Health (OSH) - Employee Training & Development - Anti-Harassment & Disciplinary Practices - Product Quality & Assurance - Business Resilience & Strategic Growth
Downstream (Customer Engagement)	<ul style="list-style-type: none"> - Product delivery and logistics coordination - After-sales service and technical support - Customer feedback and satisfaction tracking - Data handling and customer information management - Engagement on product usage, reliability, and safety - Collaboration with customers on long-term partnerships 	<ul style="list-style-type: none"> - Customer Satisfaction & Engagement - Customer Data Protection & Cybersecurity - Product Quality & Assurance - Business Resilience & Strategic Growth

Sustainability Statement (Cont'd)

CHAPTER 1: The Sustainable Notion V Tec Blueprint (Cont'd)

1.5.1 Our Value Chain and Stakeholder Engagement (Cont'd)

Stakeholder Engagement Along the Value Chain

Stakeholder Group	Engagement Methods	Frequency	Key Agenda for Engagements
Suppliers & Vendors	Supplier audits, procurement meetings, sustainability requirement briefings, supplier onboarding sessions	Quarterly / As needed	Responsible sourcing expectations, quality and compliance requirements, environmental and labour standards, supplier performance improvement
Manufacturing Workforce	Town halls, health & safety briefings, training programmes, employee surveys	Monthly / Quarterly	Workplace safety, skills development, employee wellbeing, productivity improvements, sustainability awareness
Logistics & Distribution Partners	Performance review meetings, compliance checks, operational coordination	Quarterly	Delivery reliability, packaging efficiency, emissions reduction opportunities, compliance with customer and regulatory standards
Customers (B2B)	Account management meetings, technical discussions, customer satisfaction surveys	Quarterly / Project-based	Product quality and reliability, innovation, traceability, sustainability credentials, lifecycle considerations
Investors & Shareholders	AGM, investor briefings, sustainability and ESG disclosures	Annually / As required	Financial performance, ESG strategy, climate-related risks and opportunities, long-term value creation
Regulators & Authorities	Compliance reporting, inspections, certification audits	As required	Environmental, health & safety, and product compliance, regulatory updates, licence and certification renewals
Local Communities	Community engagement activities, CSR initiatives	Annually / Project-based	Employment opportunities, environmental stewardship, community development
Industry Associations & Partners	Industry forums, working groups, collaborative initiatives	Periodic	Industry best practices, regulatory advocacy, innovation and sustainability collaboration

1.5.2 Impact Materiality Assessment

Our materiality assessment is a structured and systematic process designed to identify, evaluate, and prioritise the sustainability topics most relevant to NVTEC and its stakeholders. This exercise enables the Group to focus its resources on areas with the greatest potential to influence long-term business performance, stakeholder decision-making, and NVTEC's contribution to sustainable development.

The assessment was conducted in collaboration with our sustainability consultants and adopted a double materiality lens, encompassing both:

- Impact materiality, which assesses NVTEC's actual and potential positive and negative impacts on the economy, environment, and society; and
- Financial materiality, which evaluates sustainability-related risks and opportunities that may influence NVTEC's financial performance, position, and long-term value creation.

The integration of these two dimensions formed the basis of NVTEC's first Double Materiality Assessment.

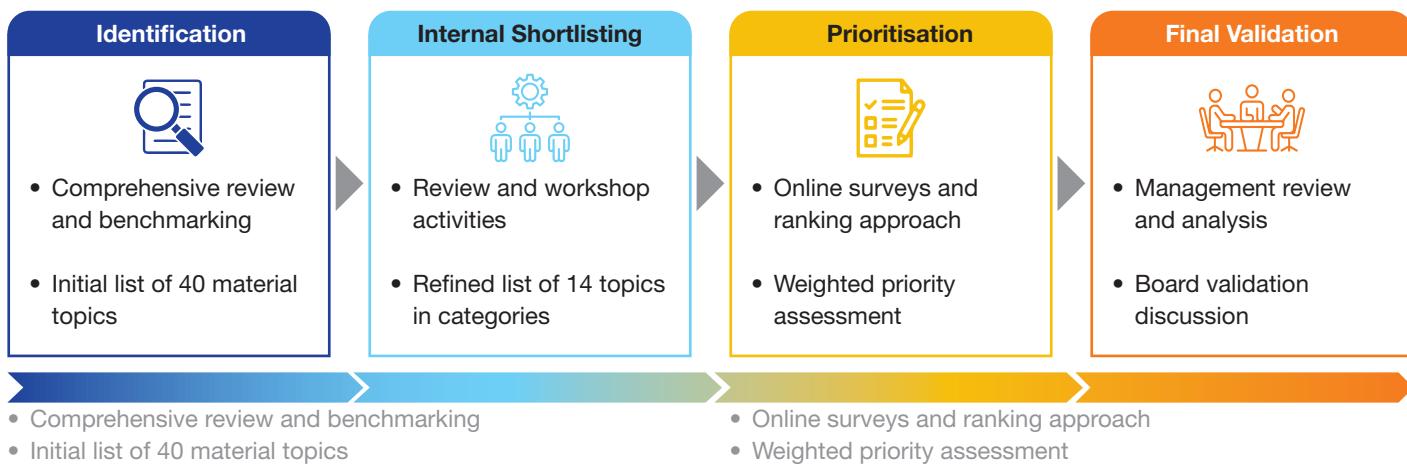
Our approach was guided by the Global Reporting Initiative (GRI) Standards, SASB Standards, and the Bursa Malaysia Sustainability Reporting Guide, while also reflecting readiness to align with emerging international standards such as IFRS S1 and IFRS S2.

Sustainability Statement (Cont'd)

CHAPTER 1: The Sustainable Notion VTEC Blueprint (Cont'd)

1.5.2 Impact Materiality Assessment (Cont'd)

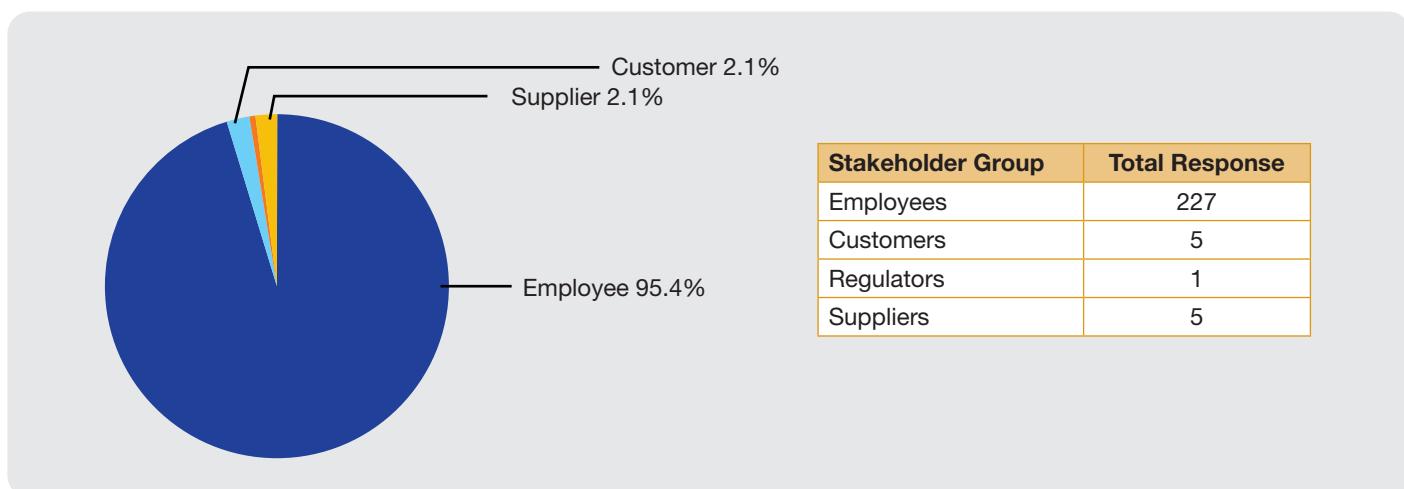
Our Four-Phase Approach to Impact Materiality Assessment



Our process began with a clear definition of scope and objectives, supported by a multi-disciplinary working group representing Sustainability, Operations, HR, Finance, Compliance, and Senior Management. We first mapped our key stakeholder groups, engaging six categories—employees, customers, senior management, the Board, regulators and suppliers/vendors—reflecting the breadth of NVTEC's relationships and influence.

To establish a shared understanding, we held an ESG awareness session for over 20 internal stakeholders, outlining the relevance of sustainability to NVTEC's operations, governance, and market positioning. This was followed by another interactive Risks & Opportunities workshop with the same participants, including leaders from across the business, to link potential ESG topics to operational realities, strategic priorities, and financial outcomes. The outcome of these sessions was a long list of 40 potential topics, supplemented with initial insights into where risks and opportunities may emerge across our value chain.

Quantitative input was then gathered through a targeted survey, completed by 238 stakeholders across all six groups. Using a Weighted Priority Approach, the feedback was analysed to balance influence, operational proximity and long-term strategic significance. The analysis revealed varying priorities between internal and external stakeholders, which were carefully considered in the subsequent review.



Sustainability Statement (Cont'd)

CHAPTER 1: The Sustainable Notion V Tec Blueprint (Cont'd)

1.5.2 Impact Materiality Assessment (Cont'd)

Impact Materiality Analysis

Material Topics	Output Metrics	Value Chain Location	Nature of Impact	Impacted Stakeholder / Area
Energy Efficiency & Management	High electricity use increases cost & emissions	Operations	Negative	Regulators, Management, Environment
	Energy optimisation reduces cost & footprint	Operations	Positive	Company, Environment
GHG & Stack Emissions	Emissions from processing affect air quality	Operations	Negative	DOE, Local Community, Environment
	Better filtration reduces emissions	Operations	Positive	DOE, Customers
Water Consumption & Wastewater Management	High water use; discharge risk	Operations	Negative	Environment, Regulators
	Recycling & proper treatment reduce impact	Operations	Positive	Regulators, Environment
Recycling & Material Recovery	Scrap & coolant waste increase disposal burden	Operations & Downstream	Negative	Waste Vendors, Environment
	Scrap recovery supports circularity	Operations	Positive	Company, Environment
Occupational Safety & Health (OSH)	Machine/chemical hazards; potential injuries	Operations	Negative	Employees, DOSH
	Safety systems reduce incidents	Operations	Positive	Employees, DOSH, Management
Employee Training & Development	Skill gaps reduce productivity	Enterprise-Wide	Negative	Employees, Management
	Upskilling improves quality & retention	Enterprise-Wide	Positive	Employees, Company
Human Rights & Fair Labour Practices	Labour non-compliance risks penalties	Upstream & Operations	Negative	Employees, Regulators, Customers
	Fair practices strengthen morale & audits	Operations	Positive	Employees, Customers
Anti-Harassment & Disciplinary Practices	Weak grievance systems hurt morale	Internal Operations	Negative	Employees, HR
	Strong HR processes improve wellbeing	Internal Operations	Positive	Employees, Management
Anti-Bribery & Corruption (ABC) & AML	Bribery risks affect audits & compliance	Upstream & Operations	Negative	Regulators, Customers
	ABC controls protect integrity	Upstream & Operations	Positive	Customers, Regulators
Customer Data Protection & Cybersecurity	Breaches risk IP loss & contracts	Internal Systems	Negative	Customers, IT, Management
	Strong cybersecurity protects IP	Internal Systems	Positive	Customers, Company
Product Quality & Assurance	Defects cause rework & delays	Operations & Downstream	Negative	Customers, Management
	Strong QC improves yield & trust	Operations	Positive	Customers, Sales, Company
Responsible Procurement & Supplier Management	Supplier issues disrupt production	Upstream	Negative	Suppliers, Customers, Operations
	Supplier qualification improves resilience	Upstream	Positive	Company, Customers
Customer Satisfaction & Engagement	Poor communication affects orders	Downstream	Negative	Customers, Sales Teams
	Strong engagement improves retention	Downstream	Positive	Customers, Company
Business Resilience & Strategic Growth	Supply chain shocks affect competitiveness	Enterprise-Wide	Negative	Investors, Management
	Strategic investment strengthens growth	Enterprise-Wide	Positive	Investors, Customers, Employees

Sustainability Statement (Cont'd)

CHAPTER 1: The Sustainable Notion VTEC Blueprint (Cont'd)

1.5.2 Impact Materiality Assessment (Cont'd)

Impact Materiality Analysis (Cont'd)

Material Topics	Actual Impact (What is relevant and happening today/currently)	Potential Impact (What could happen if unmanaged)
Energy Efficiency & Management	High electricity consumption from CNC machines, compressors & chillers	Rising energy tariffs, increased OPEX, carbon pricing exposure
GHG and Stack Emissions & Climate Change	Emissions from machining, coolant mist & dust collectors	Stricter DOE controls, higher compliance cost, reputational pressure
Water Consumption & Wastewater Management	High water use for cooling & cleaning; scheduled waste (SW) effluent	Water tariff increases, discharge non-compliance, operational shutdown risk
Recycling & Material Recovery	Scrap chips, rejected parts & coolant waste	Higher disposal cost, negative ESG scoring by customers
Occupational Safety & Health (OSH)	Machine-related hazards, injuries, chemical exposure	Major incidents, DOSH notices, production stoppages, insurance cost increase
Employee Training & Development	Skills gaps in CNC, QA, tooling & maintenance	Higher defect rates, rework, reduced productivity, weak succession pipeline
Human Rights & Fair Labour Practices	Migrant worker management, working hours & compliance gaps	Fines, customer audit failure, reputational damage, contract loss
Anti-Harassment & Disciplinary Practices	Grievance handling gaps, inconsistent HR enforcement	Workplace conflict, legal exposure, morale decline, higher turnover
Anti-Bribery & Corruption (ABC) and Anti-Money Laundering	Procurement and vendor-related integrity vulnerabilities	Debarment from OEM clients, legal penalties, reputational harm
Customer Data Protection & Cybersecurity	IT system vulnerabilities, weak phishing resilience	Data breach, loss of customer IP, operational downtime, contract termination
Product Quality & Assurance	Precision defects, scrap, rework, tolerance deviations	Customer rejection, financial penalties, loss of key accounts
Responsible Procurement & Supplier Management	Supplier quality variation & delivery delays	Production disruption, expedited shipping cost, customer dissatisfaction
Customer Satisfaction & Engagement	Varying responsiveness & evolving customer requirements	Loss of recurring orders, lower customer retention, competitiveness risk
Business Resilience & Strategic Growth	Current reliance on specific customers/materials	Supply chain shocks, revenue instability, inability to scale or diversify

The Impact Materiality Assessment provides a comprehensive view of how NVTEC's activities influence the environment, people, and the broader value chain. By examining both actual impacts arising today and potential impacts that may occur if topics are not managed effectively, the assessment clarifies which sustainability issues hold the greatest significance for our stakeholders and for NVTEC's societal footprint.

Sustainability Statement (Cont'd)

CHAPTER 1: The Sustainable Notion V Tec Blueprint (Cont'd)

1.5.3 Our Approach to Financial Materiality Assessment and Risk Assessment

To embed these priorities into decision-making, each material topic was mapped to the relevant stages of our value chain—upstream, midstream, or downstream—and assigned clear ownership, with defined KPIs and performance monitoring mechanisms. Topics with the highest financial relevance were earmarked for deeper integration into our Sustainability-related Risks and Opportunities (SRRO) mapping and TCFD-aligned disclosures.

Through this rigorous and transparent process, we have established a set of priority sustainability areas that reflect both stakeholder expectations and business imperatives, providing a strong foundation for measurable progress and meaningful reporting in the years ahead.

Financial Materiality Results

The financial materiality assessment revealed a clear hierarchy of topics that have the strongest potential to influence NVTEC's business performance, resilience, and long-term value creation.

High Financial Materiality Topics (Top Tier)

The highest achievable score would be 100%, which eventually means a risk score of 25/25 for all the risk scenarios across each material topic. Topics with scores above 50% reflect areas of immediate and strategic financial relevance. These topics carry direct implications for operational continuity, cost management and customer trust.

- **Cybersecurity & Data Protection (56%)**
As NVTEC manages customer-owned designs and intellectual property, cybersecurity breaches pose a significant threat to contract retention and production continuity.
- **Quality & Assurance (54.67%)**
Precision manufacturing depends on consistency. Any rise in defects, rework or tolerance failures increases the cost of poor quality (COPQ) and risks penalties or rejections from key customers.
- **Responsible Procurement (53.33%)**
NVTEC's output is closely tied to supplier performance. Disruptions, quality issues, or delays from suppliers can halt production, affect delivery timelines and weaken customer satisfaction.

Together, these high-tier topics represent the core drivers of NVTEC's operational and financial resilience. Addressing them proactively is essential to protect the business and maintain competitiveness.

1.5.4 Double Materiality Assessment

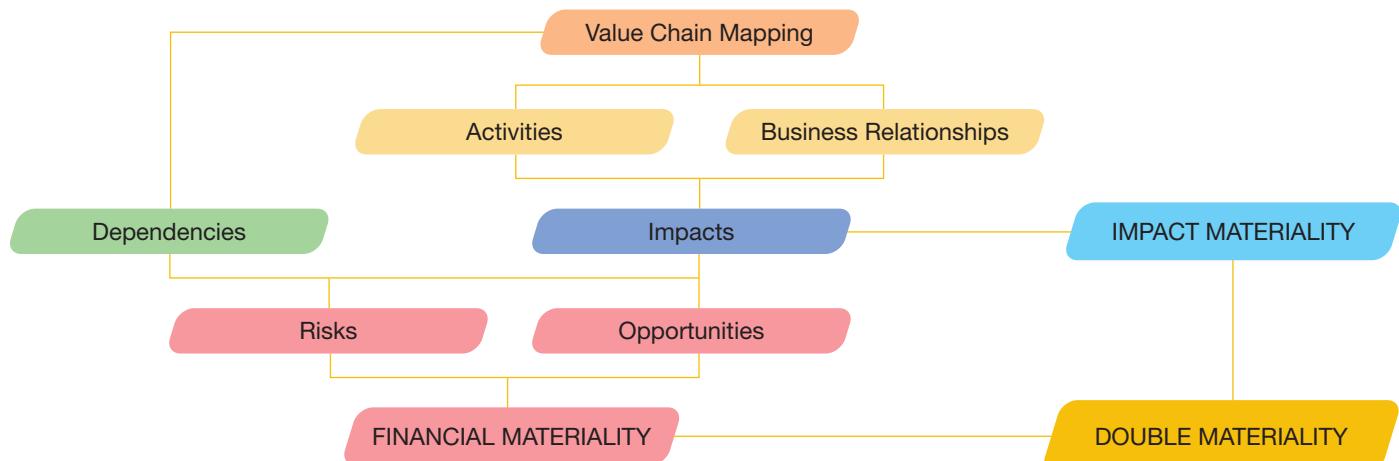


Figure: Our combined approach of assessment

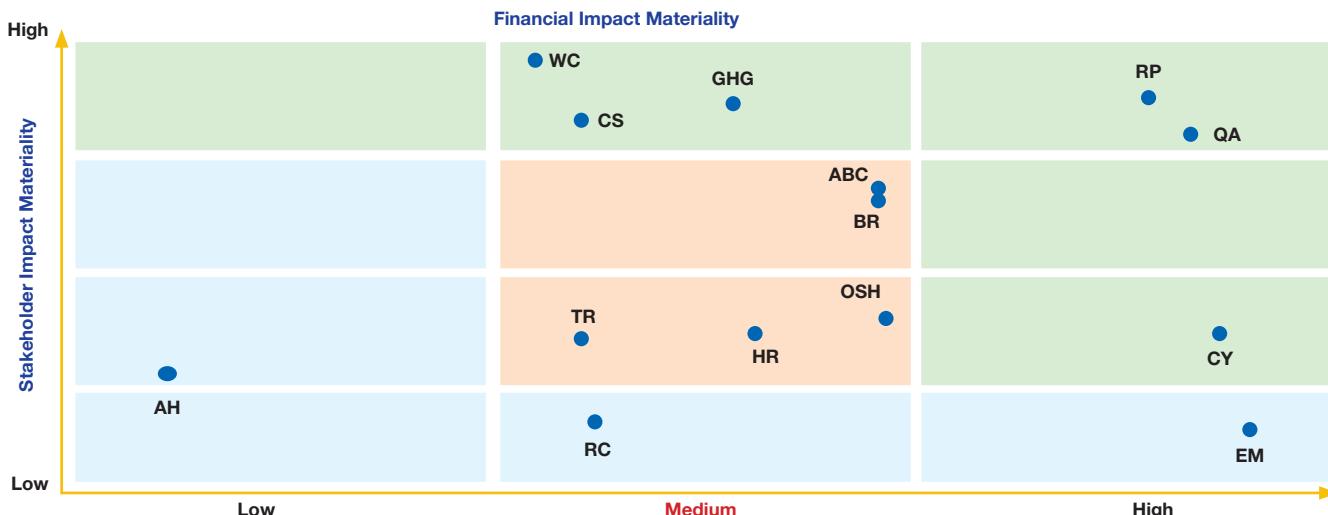
Sustainability Statement (Cont'd)

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1.5.4 Double Materiality Assessment (Cont'd)

The Double Materiality Matrix illustrates the combined outcomes of NVTEC's impact and financial materiality assessments, positioning each material topic based on its significance to stakeholders and its potential influence on business performance. The results indicate a clear concentration of topics in the moderate-to-high impact range, reflecting the close link between NVTEC's operational activities, stakeholder expectations, and financial resilience. Topics such as GHG & Stack Emissions, Responsible Procurement, Product Quality & Assurance, Customer Satisfaction & Engagement, and Water Consumption are positioned high on the stakeholder impact axis, underscoring their importance in meeting regulatory requirements, maintaining customer trust, and managing environmental and social impacts across the value chain.

From a financial perspective, Energy Efficiency & Management emerges as the most financially material topic, driven by NVTEC's reliance on energy-intensive manufacturing processes and exposure to rising energy costs. Other topics, including Cybersecurity & Data Protection, Occupational Safety & Health, and Anti-Bribery & Corruption, occupy the mid-to-upper range of the matrix, reflecting their role in safeguarding operational continuity, governance integrity, and customer confidence. Topics with lower relative positioning, such as Anti-Harassment & Disciplinary Practices and Recycling & Material Recovery, remain important from a governance and environmental stewardship standpoint, even though their immediate financial or stakeholder impacts are comparatively lower.



Finalised Material Topic	Abbreviation	Impact Materiality	Financial Materiality	Double Materiality
Energy Efficiency & Management	EM	✓	✓	✓
GHG and Stack Emissions & Climate Change	GHG	✓	✓	✓
Water Consumption & Wastewater Management	WC	✓	○	○
Recycling & Material Recovery	RC	✓	○	○
Occupational Safety & Health (OSH)	OSH	✓	✓	✓
Employee Training & Development	TR	✓	○	○
Human Rights & Fair Labour Practices	HR	✓	○	○
Anti-Harassment & Disciplinary Practices	AH	✓	○	○
Anti-Bribery & Corruption (ABC) and Anti-Money Laundering	ABC	✓	✓	✓
Customer Data Protection & Cybersecurity	CY	✓	✓	✓
Product Quality & Assurance	QA	✓	✓	✓
Responsible Procurement & Supplier Management	RP	✓	✓	✓
Customer Satisfaction & Engagement	CS	✓	✓	✓
Business Resilience & Strategic Growth	BR	✓	✓	✓

Legend:

✓ = Material

○ = Not assessed as highly material in the current reporting year

Sustainability Statement (Cont'd)

CHAPTER 1: The Sustainable Notion VTec Blueprint (Cont'd)

1.6 Climate Risk Management

1.6.1 Climate Change Governance

The Board of Directors has ultimate oversight of climate-related risks and opportunities at NVTEC, with climate considerations integrated into strategy, risk management, capital allocation, and long-term business resilience. The Board reviews material climate risks, regulatory developments, and sustainability performance at least annually, supported by the Audit and Risk Management Committee and the ESG Steering Committee.

At management level, the Executive Director is responsible for overseeing climate-related matters, including approving strategies, action plans, investments, and mitigation measures in line with the Board's risk appetite and strategic objectives. The ESG Steering Committee supports this role by coordinating climate initiatives, monitoring performance, and escalating material risks or gaps for management decision-making.

At the operational level, ESG Coordinators support implementation by managing climate-related data, monitoring performance, and executing approved initiatives. This governance structure ensures clear accountability from operational execution through management oversight to Board-level supervision.

1.6.2 Strategy

Climate-related Risks: Physical and Transition Risks

Climate-related risks identified by NVTEC are categorised into **physical risks** and **transition risks**, consistent with IFRS S2 and TCFD guidance.

Physical Risks

Physical risks arise from the direct impacts of climate change on NVTEC's operations and value chain. At this stage, NVTEC has conducted a qualitative identification of relevant physical climate hazards, focusing on potential operational and business implications rather than quantified financial impacts.

The qualitative assessment aims to identify areas of higher exposure across NVTEC's value chain, serving as an initial screening to highlight where further analysis and mitigation planning may be required.

Short-term (Up to 2030)

This timeframe aligns with near-term regulatory developments, operational planning cycles, and early decarbonisation efforts. It captures immediate transition risks such as energy cost volatility, emerging climate-related regulations, and customer sustainability expectations, as well as opportunities from early efficiency improvements and low-carbon practices.

Medium-term (2031–2040)

This period reflects the scaling of operational improvements and technology upgrades to support energy efficiency, emissions reduction, and resource optimisation. Regulatory requirements and market expectations are expected to intensify, influencing capital investment decisions, supply chain engagement and business model adjustments.

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1.6.2 Strategy (Cont'd)

Long-term (2041–2050)

This horizon considers longer-term physical climate risks and strategic resilience. It focuses on the Company's ability to adapt its operations, infrastructure, and supply chain to evolving climate conditions while maintaining competitiveness, business continuity, and sustainable growth.

CRROs (Physical Risks)	Timeframe	Descriptions by timeframe	Impacted Business Activities and Value Chain
Extreme Heat	Short-term (Up to 2030)	Rising ambient temperatures may affect employee health and productivity, increase energy consumption for cooling, and lead to higher operating costs. Heat stress may also reduce equipment efficiency and increase minor production disruptions.	Midstream (Own Operations): <ul style="list-style-type: none"> Precision manufacturing and assembly Energy-intensive processes Occupational Safety & Health (OSH) Upstream: <ul style="list-style-type: none"> Supplier facilities with energy-intensive processes
	Medium-term (2031–2040)	Sustained high temperatures may accelerate equipment degradation, increase maintenance frequency, and raise the likelihood of unplanned downtime. Higher cooling demand may increase exposure to energy price volatility.	Midstream: <ul style="list-style-type: none"> Production reliability and asset maintenance Workforce productivity and safety Downstream: <ul style="list-style-type: none"> Delivery reliability during peak heat periods
	Long-term (2041–2050)	Persistent extreme heat may require redesign of facilities, upgraded cooling systems, or operational changes to maintain safe and efficient production. Capital expenditure requirements may increase, affecting long-term asset resilience.	Midstream: <ul style="list-style-type: none"> Facility design and capital planning Long-term operational resilience
Flooding / Extreme Rainfall	Short-term (Up to 2030)	Heavy rainfall or localised flooding may disrupt operations through temporary production stoppages, logistics delays, and minor asset damage, increasing short-term repair and recovery costs.	Midstream: <ul style="list-style-type: none"> Manufacturing facilities and utilities Upstream & Downstream: <ul style="list-style-type: none"> Inbound and outbound logistics
	Medium-term (2031–2040)	More frequent or severe flooding events could damage critical equipment and infrastructure, resulting in prolonged downtime, higher insurance premiums, and increased maintenance costs.	Midstream: <ul style="list-style-type: none"> Production continuity and infrastructure reliability Supply Chain: <ul style="list-style-type: none"> Supplier delivery disruptions
	Long-term (2041–2050)	Chronic flooding risks may affect the long-term viability of certain locations, potentially requiring site adaptation measures or relocation, with implications for capital investment and workforce stability.	Midstream: <ul style="list-style-type: none"> Strategic asset location decisions Workforce continuity
Water Stress / Drought	Short-term (Up to 2030)	Reduced water availability or regulatory restrictions may increase water procurement costs and affect production efficiency where water is required for manufacturing processes.	Midstream: <ul style="list-style-type: none"> Water consumption and wastewater management
	Medium-term (2031–2040)	Prolonged water stress may require alternative water sourcing, recycling systems, or process optimisation, increasing operational and capital costs.	Midstream: <ul style="list-style-type: none"> Process efficiency and resource management
	Long-term (2041–2050)	Persistent water scarcity could constrain production capacity or necessitate fundamental changes to water-intensive processes and long-term resource planning.	Midstream: <ul style="list-style-type: none"> Long-term operational planning and resilience

Sustainability Statement (Cont'd)

CHAPTER 1: The Sustainable Notion VTEC Blueprint (Cont'd)

1.6.2 Strategy (Cont'd)

Transition Risks

Transition risks relate to the global shift towards a low-carbon economy and evolving regulatory, market, and stakeholder expectations. NVTEC has qualitatively assessed potential transition risks that may influence its operations and competitiveness. These transition risks were assessed at a high level to understand their potential implications for NVTEC's cost structure, compliance obligations, and strategic positioning.

CRROs (Transition Risks)	Timeframe	Descriptions by timeframe	Impacted Business Activities and Value Chain
Carbon Pricing & Regulation	Short-term (Up to 2030)	Emerging carbon pricing mechanisms, emissions reporting requirements, and environmental regulations may increase compliance costs and administrative burden, particularly for energy-intensive operations.	Midstream: <ul style="list-style-type: none"> Energy efficiency management GHG and stack emissions reporting Upstream: <ul style="list-style-type: none"> Carbon cost pass-through from suppliers
	Medium-term (2031–2040)	Stricter emissions limits and higher carbon prices may increase operating costs, require investment in efficiency upgrades, and influence supplier and customer expectations.	Midstream: <ul style="list-style-type: none"> Capital planning and process optimization Downstream: <ul style="list-style-type: none"> Customer sustainability requirements
Carbon Pricing & Regulation	Long-term (2041–2050)	Deep decarbonisation pathways may require significant transformation of operations, including low-carbon technologies, renewable energy integration, and changes to product or process design.	Midstream: <ul style="list-style-type: none"> Long-term business resilience and strategic growth
Market & Technology Shifts	Short-term (Up to 2030)	Increasing customer focus on ESG performance may affect supplier selection, contract renewals, and competitiveness if sustainability expectations are not met.	Downstream: <ul style="list-style-type: none"> Customer satisfaction and engagement
	Medium-term (2031–2040)	Rapid technological advancement may increase capital expenditure requirements for automation, energy-efficient equipment, and digital monitoring systems.	Midstream: <ul style="list-style-type: none"> Manufacturing systems and asset upgrades
	Long-term (2041–2050)	Failure to adapt to low-carbon and resource-efficient technologies could result in loss of market relevance and strategic disadvantage.	Midstream & Downstream: <ul style="list-style-type: none"> Strategic positioning and growth
Opportunities: Operational Efficiency & Low-Carbon Practices	Short-term (Up to 2030)	Energy efficiency initiatives, improved waste segregation, and process optimisation may reduce operating costs and improve compliance performance.	Midstream: <ul style="list-style-type: none"> Energy efficiency & management Recycling & material recovery
	Medium-term (2031–2040)	Adoption of advanced energy management systems, water efficiency measures, and cleaner technologies may enhance productivity and resilience.	Midstream: <ul style="list-style-type: none"> Resource efficiency and cost management
	Long-term (2041–2050)	Integration of low-carbon operations and circular practices may strengthen NVTEC's competitiveness, support long-term growth, and enhance value creation.	Midstream & Downstream: <ul style="list-style-type: none"> Business resilience & strategic growth

Sustainability Statement (Cont'd)

CHAPTER 1: The Sustainable Notion VTEC Blueprint (Cont'd)

1.6.2 Strategy (Cont'd)

NVTEC has not yet conducted quantitative climate scenario analysis but has established a phased roadmap to enhance its climate risk assessment capabilities in line with IFRS S2 expectations.

The Group intends to adopt internationally recognised climate scenarios, including SSP1–2.6 (low-emissions) and SSP5–8.5 (high-emissions), to assess potential impacts across 2030 (medium term) and 2050 (long term) time horizons.

In the current phase, NVTEC focuses on qualitative identification of physical and transition climate risks and integration of climate considerations into existing risk management processes. From FY2026 onward, the Company plans to introduce quantitative risk scoring, apply scenario analysis, and stress test key risk drivers to support strategic planning, target setting and capital allocation.

As analytical capabilities mature, climate-related risk assessment outcomes will increasingly inform risk prioritisation, mitigation planning, and long-term business resilience and growth strategies

1.6.3 Risk Management

Process for Climate-related Risks and Opportunities Assessment

NVTEC identifies climate-related physical and transition risks and opportunities across its value chain, covering upstream suppliers, own operations, and downstream activities, in line with its reporting boundary. The identification process is informed by operational insights, management expertise, industry trends and alignment with IFRS S2 and TCFD climate risk categories.

At this stage, NVTEC has undertaken a qualitative screening of relevant physical climate hazards, including extreme heat, flooding and extreme rainfall, and water stress, considering potential impacts on operations, workforce safety, utilities, and logistics. Transition risks related to regulatory developments, energy cost volatility, evolving customer expectations, and technology and market shifts have also been identified, alongside opportunities arising from efficiency improvements, resource optimisation and strengthened sustainability practices.

Identified climate-related risks and opportunities are prioritised qualitatively across short-term, medium-term and long-term time horizons, focusing on their relative significance to operations, compliance, cost structure and strategic objectives. This process supports management in identifying areas requiring closer monitoring or further action.

Climate-related risks and opportunities are managed and monitored through NVTEC's existing enterprise risk management and sustainability governance structures, with relevant considerations integrated into operational reviews, capital planning, supplier engagement and business continuity planning.

As its climate risk management capabilities mature, NVTEC intends to progressively enhance this process through the introduction of quantitative risk scoring, linkage to performance indicators and the application of climate scenario analysis, in line with evolving IFRS S2 disclosure expectations.

1.6.4 Metrics and Targets

Climate-related Metrics

NVTEC discloses climate-related metrics in accordance with **IFRS S2**, using all reasonable and supportable information available at the reporting date without undue cost or effort. The metrics disclosed reflect the Company's current data maturity and focus on areas most relevant to its operational and transition risk exposure.

Sustainability Statement (Cont'd)

CHAPTER 1: The Sustainable Notion V Tec Blueprint (Cont'd)

1.6.4 Metrics and Targets (Cont'd)

GHG Emissions

NVTEC measures its greenhouse gas emissions in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard. The organisational boundary applied is aligned with the Group's reporting entities, covering Notion Venture Sdn Bhd ("NVSB"), Notion Thailand and Notion International.

Scope 1	Scope 2	Scope 3
Direct Emissions	Indirect Emissions (Purchased Electricity, location-based)	Other Indirect Emissions
<ul style="list-style-type: none"> Diesel combustion: <ul style="list-style-type: none"> NVSB: 40.13 Notion Thailand: 18.23 Notion International: 11.96 Petrol combustion: <ul style="list-style-type: none"> NVSB: – Notion Thailand: 5.57 Notion International: 28.08 	<ul style="list-style-type: none"> NVSB: 27,810.26 Notion Thailand: 7,200.96 Notion International: 2,189.13 	<ul style="list-style-type: none"> Category 6: Business travel <ul style="list-style-type: none"> NVSB: 57.43 Notion Thailand: 11.62 Notion International: 37.48 Category 7: Employee commuting <ul style="list-style-type: none"> NVSB: 277.21 Notion Thailand: 264.98 Notion International: 164.70
Total GHG Emissions		Group Grand Total: 38,117.74 tCO ₂ e
<ul style="list-style-type: none"> NVSB: 28,185.03 tCO₂e Notion Thailand: 7,501.36 tCO₂e Notion International: 2,431.35 tCO₂e 		

These emissions represent NVTEC's current baseline exposure to climate-related transition risks, particularly those linked to electricity consumption and energy-intensive manufacturing operations.

Avoided Emissions

In addition to its reported emissions, NVTEC recognises the contribution of on-site renewable energy generation in reducing indirect emissions.

- Avoided emissions from solar energy generation at NVSB: 3,277.42 tCO₂e.

Exposure to Climate-related Risks and Opportunities

NVTEC uses the above emissions data to support the identification of:

- Transition risks**, particularly exposure to electricity tariffs, potential carbon pricing, and regulatory developments; and
- Climate-related opportunities**, including energy efficiency improvements and increased deployment of renewable energy.

At this stage, NVTEC assesses exposure to climate-related physical and transition risks qualitatively across its value chain. Quantification of the amount and percentage of assets or activities exposed to such risks and opportunities will be developed in future reporting periods following scenario analysis.

Capital Deployment, Carbon Pricing and Remuneration

NVTEC does not currently track capital expenditure specifically allocated to climate-related risks or opportunities. The Group also does not apply an internal carbon price in decision-making, nor are climate-related considerations explicitly linked to executive remuneration at this stage. These elements will be reviewed as part of the Company's progressive enhancement of its climate strategy and governance framework.

Targets

NVTEC has not yet established quantified climate-related targets. The current reporting period focuses on establishing a robust emissions baseline and strengthening data quality across Scope 1, Scope 2 and selected Scope 3 categories. Climate-related targets, including emissions reduction and energy efficiency targets, will be developed following the completion of quantitative climate risk assessment and scenario analysis for the **2030-time and 2050-time** horizons.

Sustainability Statement (Cont'd)



CHAPTER 2: Strengthening Governance, Integrity and Accountability

2.1 Corporate Governance

2.1.1 Our Commitment

NVTEC maintains a corporate governance framework aligned with the Malaysian Code on Corporate Governance 2021 and Bursa Malaysia requirements. The Board of Directors provides oversight of governance, compliance and sustainability matters in support of effective stewardship and long-term value creation.

Snapshot of Governance Policies at NVTEC

Corporate Governance Policy	Purpose	Policy Owner
Anti-Bribery and Anti-Corruption (ABAC) Policy	To prevent, detect, and address bribery or corruption practices, ensuring ethical business conduct and compliance with anti-corruption laws.	Compliance Department
Conflict of Interest Policy	To ensure decisions are made objectively and in the best interest of the Group, avoiding personal or external influence.	Compliance Department
Whistleblowing Policy	To enable employees and stakeholders to report misconduct or policy breaches safely, confidentially, and without retaliation.	Audit and Risk Management Committee
Directors' Fit and Proper Policy	To ensure that appointments to the Board and senior management are made based on merit, competence, and integrity.	Nomination Committee
Corporate Disclosure Policy	To ensure transparent, accurate, and timely communication of material information to stakeholders.	Compliance Department

IT Governing Policy	Purpose	Policy Owner
Information Security Policy	To safeguard NVTEC's systems, networks, and assets from cyber threats, ensuring confidentiality and data integrity.	IT Department
Data Access, Usage and Control Policy	To define rules for data access, storage, and protection to maintain system confidentiality and business continuity.	IT Department

2.2 Anti-Bribery & Corruption (ABC) and Anti-Money Laundering (AML)

2.2.1 Our Commitment

NVTEC maintains a zero-tolerance policy toward bribery, corruption, and money laundering. The Group conducts its business in strict compliance with Section 17A of the Malaysian Anti-Corruption Commission (MACC) Act 2009, Anti-Money Laundering and Anti-Terrorism Financing Act (AMLA), and is progressively aligning its internal systems with ISO 37001:2016 ABMS.

The Group's commitment to ethical business conduct is anchored in its Anti-Bribery and Corruption Policy, Whistleblowing Policy and Procedures, Due Diligence Guidelines for Business Associates, and Conflict of Interest Policy, which collectively provide clear rules for reporting misconduct and avoiding conflicts of interest. All employees and business partners are expected to uphold these principles in their daily operations.

Sustainability Statement (Cont'd)

CHAPTER 2: Strengthening Governance, Integrity and Accountability (Cont'd)

2.2 Anti-Bribery & Corruption (ABC) and Anti-Money Laundering (AML) (Cont'd)

2.2.2 Monitoring and Management Approach

Oversight of anti-bribery and AML efforts lies with the ARMC, which monitors policy compliance and reviews risk assessments conducted by the Internal Audit and Compliance units. Due diligence on suppliers, contractors, and business associates is performed before engagement and periodically thereafter to identify potential integrity risks. The Group also maintains a gift and entertainment register and requires all employees to make annual declarations of interest.

2.2.3 Policies, Audits, and Governance

NVTEC's integrity and compliance framework is anchored on clear policies that guide ethical conduct across all business operations. The Group enforces a zero-tolerance policy towards bribery, corruption, and money laundering, supported by the following governance instruments:

- NVB-ABMS-001 Anti-Bribery and Corruption Policy:** Establishes the Group's commitment to integrity, transparency, and compliance with the Malaysian Anti-Corruption Commission Act 2009.
- Whistleblowing Policy and Procedure (2023):** Provides confidential channels for reporting misconduct, ensuring anonymity and protection from retaliation.
- Due Diligence – Business Associates Guidelines:** Outlines integrity screening for third parties to prevent unethical partnerships.
- Donations and Sponsorships Policy:** Ensures contributions are transparent, properly approved, and free from conflict of interest.

2.2.4 Audit Findings & Performance Insights

The ARMC continues to oversee the effectiveness of the ABC and AML framework. Internal audit functions conduct regular reviews to ensure adherence to policies, verify control effectiveness, and identify areas for improvement.

Performance Highlights (FY2025):

Since FYE2022, NVTEC has delivered anti-corruption training to all Board members, senior management, and employees. In the current financial year, the training was successfully completed by the entire workforce. The Group is committed to sustaining full (100%) training coverage across all employee categories by 2026.

Percentage of Employees Who Have Received Training on Anti-corruption by Employee Category			
	2023	2024	2025
Senior Management	100%	100%	100%
Middle Management	100%	100%	100%
Other Employees	100%	100%	100%

The Group has also conducted corruption risk assessments across 100% of its operations, underscoring its commitment to proactively preventing and identifying corruption as part of its ongoing management practices. Moving forward, the Group targets to sustain full (100%) operational risk assessment coverage for the year 2026.

Percentage of Operations Assessed for Corruption-related Risks			
	2023	2024	2025
Percentage of operations assessed for corruption-related risks	100%	100%	100%

In FYE2025, NVTEC recorded zero cases of corruption and is committed to sustaining this outcome, targeting zero corruption incidents for the year 2026.

Number of Confirmed Incidents of Corruption and Action Taken			
	2023	2024	2025
Number of confirmed incidents	0	0	0

2.3 Customer Data Protection & Cybersecurity

2.3.1 Our Commitment

NVTEC recognises that protecting data privacy and maintaining robust cybersecurity are integral to its operational resilience and stakeholder trust. The Group fully complies with the Personal Data Protection Act (PDPA) 2010 and implements comprehensive cybersecurity controls to ensure the confidentiality, integrity, and availability of data collected from clients, customers, suppliers, and internal teams.

To uphold these principles, NVTEC enforces policies including the Information Security Policy, Data Access, Usage and Control Policy, Information Classification Policy, and Physical & Environmental Policy. These frameworks safeguard against unauthorised access, data misuse, and system vulnerabilities.

Oversight of cybersecurity and data protection lies with the ARMC, which works closely with the IT Department to review risk assessments, incident reports, and audit findings.

Sustainability Statement (Cont'd)

CHAPTER 2: Strengthening Governance, Integrity and Accountability (Cont'd)

2.3 Customer Data Protection & Cybersecurity (Cont'd)

2.3.2 Monitoring and Management Approach

NVTEC adopts a proactive, risk-based approach to managing data privacy and cybersecurity threats.

Key elements include:

- **Access Control:** Role-based access and encryption ensure that sensitive data is handled securely.
- **Network Protection:** Firewalls, malware protection and secure VPN access mitigate external threats.
- **Incident Response Protocols:** All suspected breaches or phishing attempts are reported immediately to the IT team for verification and containment.
- **Ongoing Training:** Regular workshops and awareness campaigns enable employees to identify phishing attacks and handle information responsibly.

These measures ensure that NVTEC maintains compliance with PDPA 2010 and global best practices for information governance.

2.3.3 FY 2025 Key Initiatives

In FY 2025, NVTEC strengthened its digital resilience through the following key initiatives

- **Enhanced Firewall and Endpoint Protection:** Upgraded firewall infrastructure and endpoint detection systems to guard against evolving cyber threats.
- **Phishing Awareness Campaign:** Conducted company-wide training to help employees identify deceptive emails and strengthen individual cyber hygiene.
- **Periodic Cybersecurity Audits:** Internal audits were carried out to assess IT policy compliance and data protection control effectiveness.
- **Policy Review and System Hardening:** Updated IT and data governance policies to align with emerging technologies and PDPA compliance updates.
- **Secure Remote Work Practices:** Implemented encrypted VPN and multifactor authentication for remote access.

These initiatives demonstrate NVTEC's commitment to building a secure, compliant, and trusted digital ecosystem for all stakeholders.

2.3.4 Policies, Audits, and Governance

NVTEC's cybersecurity governance is anchored by structured policies that ensure transparency and accountability:

- **Information Security Policy:** Protects data integrity and sets out controls for network security, password management, and system monitoring.
- **Data Access, Usage and Control Policy:** Governs permissions and safeguards for accessing sensitive information.
- **Information Classification Policy:** Defines confidentiality levels to ensure appropriate protection according to data sensitivity.
- **Physical & Environmental Policy:** Protects IT infrastructure from physical and environmental risks.
- **Virus/Malware Prevention and Web-Filtering Policy:** Ensures continuous system monitoring and protection from external cyberattacks.

The ARMC, supported by the IT Department, reviews the adequacy of controls, investigates any incidents, and tracks training completion to ensure continuous improvement and policy effectiveness.

2.3.5 Performance Insights

With the exception of a single isolated incident in FY 2024, NVTEC has maintained a strong record, underscoring the effectiveness of its cybersecurity measures. The trend persisted through FY 2025, reflecting ongoing commitment to data integrity and privacy protection.

Performance Highlights (FY 2025):

Incidences of Data Breach			
	2023	2024	2025
Total number of identified leaks, thefts, or losses of customer data.	0	1	0

Number of Substantiated Complaints for Data Security			
	2023	2024	2025
Total number of substantiated complaints concerning breaches of customer privacy and losses of customer data	0	0	0

Sustainability Statement (Cont'd)

CHAPTER 2: Strengthening Governance, Integrity and Accountability (Cont'd)

2.4 Sustainability-Related Risks and Opportunities (SRROs) – Governance

1) Description of Risks

NVTEC's governance-related material topics expose the Group to legal, regulatory, operational, financial, and reputational risks if not effectively managed. These risks arise from potential weaknesses in corporate governance practices, ethical conduct, anti-bribery and anti-money laundering controls, risk management processes, and data protection and cybersecurity measures. Governance failures may result in regulatory sanctions, financial penalties, contract termination, loss of stakeholder trust, data breaches, or long-term damage to corporate reputation.

2) Effects on Business Model and Value Chain

Upstream, governance weaknesses may affect supplier and business associate relationships, particularly where integrity, compliance, and data confidentiality are required by customers and regulators. Within operations, inadequate governance or internal controls may disrupt decision-making, weaken risk oversight, and expose the Group to compliance breaches or system failures. Downstream, customers, investors, and regulators increasingly expect strong governance, ethical conduct, and data protection standards. Weak performance in these areas may undermine customer confidence, restrict access to regulated or global markets, and affect NVTEC's attractiveness as a reliable business partner.

3) Effects on Strategy and Decision-Making

Governance-related risks inform NVTEC's strategic emphasis on ethical leadership, regulatory compliance, risk transparency, and digital resilience. Decision-making increasingly considers investments in governance systems, compliance frameworks, internal audits, staff training, cybersecurity infrastructure, and policy enhancements. Insights from audits, risk assessments, whistleblowing reports, and incident reviews are integrated into management actions, policy updates, and long-term governance maturity planning to support sustainable growth and stakeholder confidence.

4) Governance of the Material Topics

Oversight of governance-related SRROs rests with the Board of Directors, supported by the Audit and Risk Management Committee (ARMC). Key responsibilities are executed through the Compliance, Risk Management, Human Resources, and IT functions, with structured policies, internal controls, audits, and reporting mechanisms in place. Regular management and Board reviews ensure accountability, regulatory readiness, and continuous improvement across governance, integrity, and data protection practices.



Sustainability Statement (Cont'd)

CHAPTER 2: Strengthening Governance, Integrity and Accountability (Cont'd)

2.4 Sustainability-Related Risks and Opportunities (SRROs) – Governance (Cont'd)

5) Potential Financial Implications

Material Topic	Time Horizon	Risk / Opportunity	Potential Impact on Future Cash Flows	Impact on Cost of Capital	Impact on Access to Finance
Corporate Governance & Risk Management	Short-term Risk	Weak internal controls or governance lapses	Regulatory penalties, operational disruption, and remediation costs	Neutral to slight increase if governance weaknesses are identified	Neutral in the near term
	Long-term Risk	Persistent governance failures	Reduced investor confidence and reputational damage affecting revenue stability	Higher risk premium due to perceived governance risk	Restricted access to institutional or ESG-focused capital
	Short-term Opportunity	Strong governance and transparent reporting	Reduced compliance costs and improved operational efficiency	Neutral	No material impact
	Long-term Opportunity	Mature governance and risk management practices	Stable long-term performance and enhanced investor confidence	Lower over time with improved governance profile	Improved access to long-term and sustainability-linked financing
Anti-Bribery & Corruption (ABC) and AML	Short-term Risk	Regulatory penalties or contract termination due to non-compliance	Immediate financial losses from fines, disrupted operations, and remediation	Slight increase due to perceived integrity risk	Neutral short-term impact
	Long-term Risk	Reputational damage from governance failures	Loss of customers, restricted market access, and reduced investor confidence	Higher cost of capital due to elevated governance risk	Constraints on ESG-linked or ethical financing
	Short-term Opportunity	Proactive compliance training and monitoring	Avoidance of penalties and operational disruption	Neutral	No material impact
	Long-term Opportunity	Embedding ISO 37001 ABMS and robust AML controls	Enhanced trust, reduced compliance risk, and stable revenue base	Lower risk premium over time	Improved eligibility for sustainability-linked financing
Customer Data Protection & Cybersecurity	Short-term Risk	System downtime or cyber incidents	Recovery costs, productivity loss, and service disruption	Temporary increase due to operational instability	Neutral short-term impact
	Long-term Risk	Data breaches or prolonged system failures	Revenue loss from customer attrition and reputational damage	Higher risk premium due to cybersecurity exposure	Possible constraints on technology- or ESG-linked financing
	Short-term Opportunity	Enhanced staff awareness and monitoring	Reduced incident frequency and downtime	Neutral	No material impact
	Long-term Opportunity	Advanced cybersecurity governance and controls	Improved business continuity and stakeholder confidence	Lower cost of capital as digital risks are mitigated	Improved access to technology- and sustainability-linked financing

Sustainability Statement (Cont'd)



CHAPTER 3: Empowering People and Upholding Rights

NVTEC recognises the importance of its workforce in supporting operational performance and long-term business sustainability. During the financial year, the Group maintained its focus on workplace safety, employee development, fair labour practices and employee wellbeing in line with applicable regulatory requirements.

3.1 Workplace Diversity, Equity and Inclusion

Our Commitment

NVTEC is committed to fostering a fair and inclusive workplace, supported by its Human Rights and Work Ethics Policies. The Group monitors workforce diversity indicators, including gender representation across employee categories, as part of its human capital management approach.

3.1.1 Workforce Profile

As at FY2025, NVTEC employed a total of 2,486 employees across its operations. Workforce composition is monitored by gender, citizenship, age group and employee category.

Total Employees by Gender			
	2023	2024	2025
Male	66%	72%	68%
Female	34%	28%	32%

Total Workforce Breakdown by Citizenship			
	2023	2024	2025
Malaysia	15%	23%	21%
Thailand	24%	20%	28%
Others	61%	57%	51%

Percentage of Employees that are Contractors or Temporary Staff			
	2023	2024	2025
Percentage of employees that are contractors or temporary staff	24%	1.3%	0

Gender Diversity by Employee Category				
		2023	2024	2025
Senior Management	Male	100%	73%	75%
Senior Management	Female	0%	27%	25%
Middle Management	Male	58%	63%	67%
Middle Management	Female	42%	37%	33%
Other Employee	Male	66%	72%	68%
Other Employee	Female	34%	28%	32%

Age Diversity by Employee Category				
		2023	2024	2025
Senior Management	below 30	0%	0%	0%
	between 30 to 50	25%	59%	55%
	above 50	75%	41%	45%
Middle Management	below 30	0%	0%	2%
	between 30 to 50	69%	78%	82%
	above 50	31%	22%	16%
Other Employee	below 30	42%	61%	49%
	between 30 to 50	56%	37%	47%
	above 50	2%	2%	4%

3.2 Employee Training & Development

3.2.1 Our Commitment

Employee training and development are guided by an Annual Training Plan overseen by the Human Resources Department. During FY2025, the Group achieved an average training completion rate of 60%, with training data monitored and verified through established internal systems.

Sustainability Statement (Cont'd)

CHAPTER 3: Empowering People and Upholding Rights (Cont'd)

3.2.2 Initiatives and Opportunities

3.2.2.1 Employee Empowerment and Capacity Building

In FY2025, NVTEC recorded a total of 1,050 training hours across employee categories, covering safety, technical, leadership and compliance-related topics. These training programmes were implemented to support operational effectiveness, regulatory compliance and the development of core competencies across the workforce. Participation in training was monitored through internal systems to ensure consistency and data reliability.

Total Hours of Training by Employee Category				
	Unit	2023	2024	2025
Senior Management	Hours	32	29	49
Middle Management	Hours	184	192	430
Other Employees	Hours	57	976	571

The following table presents the total hours of training completed across different employee categories, demonstrating NVTEC's ongoing commitment to learning and development.

Category	Sample Trainings	Target Group
Safety & Health	ISO 45001:2018, OSH Regulation, First Aid + CPR, Fire Fighting, Chemical Spillage, Fire Drill	All Employees
Quality & Technical	Introduction to Quality, Q-Das, Basic Measurement, CQI-9 Heat Treatment, EDM Machining	Quality Control & Production
Sustainability & ESG	ESG Roles & Responsibilities, Carbon Footprint, GHG Inventories, RBA Awareness, Risk Workshop	Top & Middle Management
Ethics & Compliance	Anti-Bribery & Corruption, Sexual Harassment, RBA Gap Analysis	All Employees & Management
Soft Skills & Digital	Words, PowerPoint Basic, Leadership Communication	All Employees

3.2.2.2 Employee Retention, Motivation and Wellbeing

Retention

New hire and turnover rate			
	2023	2024	2025
New hire rate (%)	1.49%	16.90%	4.10%
Turnover rate (%)	1.18%	23.30%	2.00%

NVTEC recognises that retaining skilled and motivated employees is vital to maintaining operational continuity and sustaining long-term growth. The company ensures sound management of its hiring and attrition processes to cultivate workforce stability and reduce unplanned turnover.

In FYE2025, NVTEC recorded a new hire rate of 4.1%, compared to 16.9% in FYE2024 and 1.49% in FYE2023. The decline in new hire rate reflects that we have sufficient employees at their respective professional settings. The company continues to prioritise strategic recruitment efforts that align with operational needs and long-term business sustainability.

The turnover rate for FYE2025 stood at 2.0%, a notable decrease from 23.3% in FYE2024, demonstrating improved employee retention and workforce stability. The company provided attractive salary and allowance packages in addition with tremendous support for their personal and professional growth from the top management. NVTEC remains committed to maintaining a balanced and resilient workforce through effective retention strategies, continuous employee engagement, and professional development programs.

Sustainability Statement (Cont'd)

CHAPTER 3: Empowering People and Upholding Rights (Cont'd)

3.2.2.2 Employee Retention, Motivation and Wellbeing (Cont'd)

Motivation and Wellbeing

NVTEC recognises the importance of employee motivation and wellbeing in supporting workforce stability and operational performance. During FY2025, the Group implemented employee engagement and welfare initiatives aimed at fostering participation, teamwork and a positive work environment. Progress on these initiatives was monitored to ensure alignment with planned objectives.



Employee wellbeing initiatives during the year focused on promoting health awareness, workplace safety and access to basic welfare support. Activities included health and safety awareness programmes, wellness-related initiatives and first aid preparedness, which were implemented to support both physical and mental wellbeing across the workforce.

Collectively, these initiatives contributed to employee engagement, workplace morale and overall workforce resilience during the reporting period.



3.2.4 Audit Findings & Performance Insights

Internal HR audits conducted in FY2025 confirmed full compliance with HRD Corp training requirements and consistent documentation of departmental competency matrices. The audit also identified opportunities for improvement, particularly in expanding the digital monitoring of training records and enhancing accessibility through e-learning tools.

Key performance insights for FY2025 include:

- **Average training completion rate: 60%**, maintaining steady progress from previous years.
- **Improved participation** in leadership and technical competency training.
- **Positive employee feedback** on program relevance and quality, based on post-training evaluation surveys.

These findings demonstrate NVTEC's progress in institutionalising structured learning practices and aligning employee development with operational goals and sustainability priorities.

3.3 Occupational Safety & Health

3.3.1 Our Commitment

NVTEC upholds occupational health and safety (OHS) as a core business priority, ensuring that every employee operates in a safe, healthy, and supportive environment. The company recognises that a strong safety culture is essential to operational excellence, workforce wellbeing, and long-term sustainability.



The Company's OSH vision is guided by its Health and Safety Policy and OHS Management System (OHSMS), which are structured in alignment with ISO 45001:2018 and the Occupational Safety and Health (Amendment) Act 2022. These frameworks promote proactive hazard identification, continuous risk assessment, and accountability across all management levels.

Management's commitment to safety is further demonstrated through regular inspections, leadership walkabouts, and the active involvement of the Health, Safety, and Environment (HSE) Committee. This culture of shared responsibility ensures that safety remains a way of life at NVTEC—reflected in the company's continued record of zero work-related fatalities in FY2025.

Sustainability Statement (Cont'd)

CHAPTER 3: Empowering People and Upholding Rights (Cont'd)

3.3.2 Monitoring and Management Approach

The Company implements a structured OHS management framework that governs every aspect of safety planning, implementation, and review. NVTEC's Occupational Health and Safety Management System (OSHMS) covers all workers, activities, and workplaces within its manufacturing operations.

Risk identification and control are guided by the HIRARC (Hazard Identification, Risk Assessment, and Risk Control) process. Reports and corrective actions are recorded in an internal Accident and Incident Register, reviewed quarterly by the HSE Committee. The company also maintains WhatsApp-based EHS communication channels for near-miss and hazard reporting to encourage rapid response and transparency.

NVTEC consistently monitors, records and evaluates key OSH performance indicators in its work environments. The Group's OSH performance details are shown below:

In 2025, 402 individuals participated in various health and safety training programs.

Number of employees and contractors trained on health and safety standards			
	2023	2024	2025
Number of employees trained on health and safety standards	482	219	402
Total training hours	133.5	99	126
Average training hours per person	0.277	0.452	0.313

NVTEC continuously monitors, records, and evaluates key occupational safety and health (OSH) performance indicators across its workplaces. The Group's OSH performance for the year is presented below.

OSH Performance			
	2023	2024	2025
Total Hours Worked	3,428,864	4,034,632	4,168,448
No. of Fatality	0	0	0
Lost Time Incident Rate ("LTIR")	0.87	0.50	0

* LTIR = Number of lost time injuries in the reporting period

* 1,000,000/ Total number of hours worked in the reporting period

The Group recorded a LTIR of 0 in FY2025, an improvement from 0.5 in FY2024. This achievement reflects the effectiveness of enhanced safety training, increased employee awareness and continuous monitoring of workplace safety practices.

3.3.3 Initiatives and Opportunities

3.3.3.1 Strengthening the Safety Culture

NVTEC continues to foster a proactive safety culture where every employee, from management to operational staff, plays an active role in ensuring a safe and healthy workplace. The company's **"Safety Is a Way of Life"** approach emphasises leadership visibility, employee participation, and continuous awareness.

In FY2025, the Safety & Health Week (Assurance Programme) served as a key platform for reinforcing this culture across all facilities. The week-long programme focused on three major themes — Fire Safety, First Aid and CPR, and Chemical Spill Management — combining theory, hands-on demonstrations, and emergency response drills.

- **Fire Safety and Evacuation Drill:** Employees learned about different fire classes, extinguisher types, and emergency evacuation procedures under the guidance of the Emergency Response Team (ERT).
- **First Aid and CPR Refresher:** Training sessions equipped participants with life-saving techniques to respond effectively during emergencies, reinforcing preparedness and confidence.
- **Chemical Spill Response:** Employees responsible for handling chemicals participated in practical spill management exercises, improving hazard identification, PPE selection, and containment measures.

Through these initiatives, NVTEC reinforced a strong culture of prevention, preparedness, and shared responsibility, directly supporting its goal of **zero fatalities and zero lost-time incidents**.

3.3.3.2 Safety Training and Capacity Building

NVTEC's commitment to employee safety extends to continuous training and competency development. Each department maintains a competency matrix and annual training plan to ensure safety knowledge is refreshed and aligned with operational needs.

In FY2025, employees actively took part in various health and safety training sessions aimed at enhancing workplace safety awareness and preparedness. These programs included a mix of in-house training, external workshops and hands-on emergency drills to strengthen knowledge and response capabilities across the workforce.

Training topics included:

- ISO 45001:2018 for Managers
- OSH Regulation & Coordinator Training
- First Aid + CPR
- Fire Fighting and Evacuation
- Chemical Spillage and Handling
- ESG Roles & Responsibilities
- Risk Workshop for Managers

Training participation shows consistent engagement across all levels, supported by the HSE Committee's quarterly monitoring and documentation of progress.

Sustainability Statement (Cont'd)

CHAPTER 3: Empowering People and Upholding Rights (Cont'd)

3.3.3.3 Operational Safety Improvements

NVTEC continues to strengthen operational safety through the implementation of preventive systems and hazard management controls guided by the **ISO 45001:2018 framework and OSHA (Amendment) Regulation 2022**.

Key initiatives in FY2025 included:

- **Monthly HSE Walkabouts & Inspections:** Conducted by management to identify unsafe conditions and ensure prompt corrective action.
- **Quarterly HSE Committee Meetings:** Used to review incident statistics, root causes, and preventive measures.
- **HIRARC (Hazard Identification, Risk Assessment & Risk Control):** Regularly updated to capture new hazards and evaluate risk ratings for control planning.
- **Emergency Preparedness:** Regular fire drills, chemical spill simulations, and first aid exercises reinforced employee readiness.
- **Proactive Reporting Mechanism:** The Company's EHS WhatsApp group enables real-time reporting of unsafe acts, near misses, or hazards, ensuring immediate response and documentation.

3.3.4 Policies, Audits, and Governance

NVTEC's Occupational Safety and Health (OSH) governance framework is anchored in the Health & Safety Policy, OSHMS Manual, and Workplace Safety Procedures, supported by an active Health, Safety and Environment (HSE) Committee. Together, these frameworks ensure accountability, compliance, and continuous improvement across all operations.

Health, Safety and Environment (HSE) Committee

The Board of Directors holds ultimate responsibility for overseeing health, safety, and environmental performance. To operationalize this oversight, NVTEC has established a dedicated HSE Committee that monitors, implements and manages HSE-related initiatives effectively.

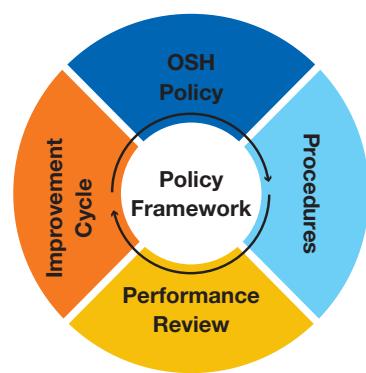
All members of the committee are appointed from internal departments within NVTEC. Heads of Departments (HODs) and Managers serve as employer representatives, while Executives, Supervisors, and Engineers represent employees from their respective departments.

The HSE Committee convenes quarterly meetings to discuss recent accident statistics, safety improvement measures, employee training needs and emerging occupational health issues. These sessions also serve as a platform to share safety knowledge, tips and lessons learned from incident analyses.

Key Commitments of the HSE Policy

NVTEC's OSH measures and HSE Committee are guided by the Group's internal **HSE Policy**, which outlines the following commitments:

1. Complying with all relevant laws and regulations pertaining to health, safety and the environment.
2. Managing HSE risks and allocating appropriate resources to prevent incidents and accidents.
3. Providing HSE training and knowledge to employees.
4. Investigating and reporting any accidents, illnesses or hazardous occurrences to prevent recurrence.
5. Ensuring that employees, customers, contractors, business partners, and third parties, such as suppliers, adhere to all applicable HSE laws and regulations in their dealings with NVTEC.

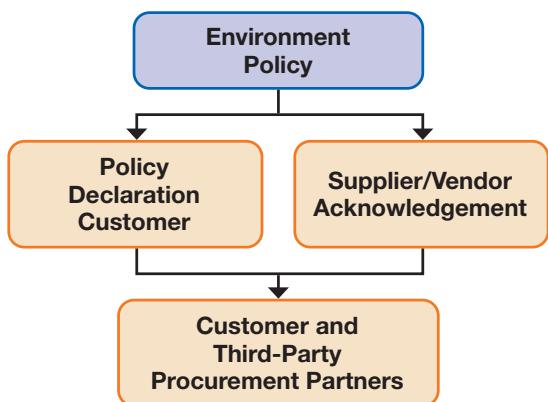


Sustainability Statement (Cont'd)

CHAPTER 3: Empowering People and Upholding Rights (Cont'd)

3.3.4 Policies, Audits, and Governance (Cont'd)

Environmental Policy and Guidelines



In addition to the HSE Policy, NVTEC's occupational safety and health practices are further supported by its **Environmental Policy and Guidelines**, administered under the Department of Environment. This framework reinforces awareness and commitment to environmental, safety, and health principles among all employees and contractors by providing comprehensive instructions, information, training, and supervision.

The **Environmental Policy and Guidelines** are also communicated externally — to customers through the Policy Declaration to Customer form and to suppliers and vendors via the Supplier/Vendor Acknowledgement form. The HSE Committee conducts ongoing risk assessments, particularly in high-risk areas, to ensure proper monitoring and preventive measures are in place.

OHSMS Processes, Audits, and Reviews

The Company's Occupational Health and Safety Management System (OHSMS) include documented processes for:

- Risk management and emergency preparedness;
- Incident reporting and root cause analysis;
- PPE management and preventive maintenance; and
- Annual management reviews and internal audits.

While not yet ISO 45001:2018 certified, NVTEC already practices and complies with the framework's core requirements and the **Occupational Safety and Health (Amendment) Act 2022**. Internal audits are supplemented by periodic third-party inspections to validate system integrity, ensuring alignment with international standards and continuous improvement of the company's OSH management performance.

3.4 Human Rights & Fair Labour Practices

3.4.1 Our Commitment

NVTEC upholds the belief that every employee deserves a workplace grounded in respect, fairness, and integrity. Guided by the Employment Act 1955 (Amendment 2022) and Minimum Wages Order 2022, the Group aligns its practices with internationally recognised human-rights frameworks, including the Universal Declaration of Human Rights and the ILO Core Labour Standards.

The Group maintains a zero-tolerance stance toward forced, bonded, or child labour, discrimination, and harassment. This commitment is embedded in the Corporate Social Responsibility Policy, Code of Ethics and Conduct, and Anti-Bribery and Corruption Policy, which collectively safeguard dignity, equality, and safe working conditions for all employees—local and foreign.



Sustainability Statement (Cont'd)

CHAPTER 3: Empowering People and Upholding Rights (Cont'd)

3.4.2 Monitoring and Management Approach

Oversight of human-rights and labour-practice governance resides with the Board of Directors, while day-to-day implementation is led by the Human Resources Department. Monitoring mechanisms include:

- Regular review of recruitment and employment procedures;
- Internal audits on wage compliance, working hours, and welfare provisions;
- Structured grievance mechanisms, including a confidential Suggestion Box; and
- Periodic training on ethical conduct and anti-harassment standards.

These controls ensure continuous compliance with national legislation and international norms.

3.4.3 Initiatives and Opportunities

NVTEC continuously enhances its human rights and fair labour practices through structured initiatives aimed at protecting the welfare and dignity of all employees. These initiatives are not confined to a single reporting year but represent the Group's ongoing efforts to foster a responsible, compliant, and inclusive workplace.

The Group's initiatives encompass the following key areas:

Policy Integration and Compliance

Regular review and alignment of internal policies—including those governing working hours, overtime, payroll transparency, and grievance management—ensure consistency with Malaysian labour legislation and international standards on decent work.

Employee Wellbeing and Family Support

The Group extends 98 days of maternity leave and 7 days of paternity leave in accordance with the Employment Act (Amendment 2022), reinforcing its commitment to gender equity and work-life balance. These benefits are complemented by ongoing welfare programmes and medical coverage for all employees.

Health Rights and Inclusivity

Through the HIV/AIDS Workplace Policy, NVTEC continues to uphold the right to health and non-discrimination. Educational initiatives promote awareness, voluntary counselling, and equal employment opportunities regardless of health status.

Ethical Recruitment and Workforce Management

Ethical recruitment practices remain central to the Group's labour management system. Recruitment for both local and foreign employees follows documented procedures that prohibit recruitment fees, forced labour, and retention of personal documents, ensuring full transparency and compliance with the Ministry of Home Affairs' guidelines.

Awareness, Capacity Building, and Training

Human rights principles and ethical conduct are embedded into induction programmes and compliance training. Refresher courses are periodically conducted to cultivate a culture of respect, accountability, and continuous improvement across all operational levels.

Opportunities

Looking ahead, NVTEC sees opportunities to deepen its human rights and fair labour commitments through digitalisation of HR and grievance systems, stronger supplier due diligence, and enhanced diversity and inclusion initiatives. The Group also plans to expand employee empowerment channels and external training partnerships to reinforce ethical awareness, while exploring alignment with global frameworks such as SA8000 and the Responsible Business Alliance Code of Conduct to strengthen its social performance credibility and stakeholder confidence.

3.4.4 Policies, Audits, and Governance

NVTEC's approach to human rights and fair labour practices is guided by a structured set of policies and oversight mechanisms to ensure ethical employment, equality, and lawful working conditions across its operations and value chain. Oversight is provided by the Board of Directors, with implementation and monitoring embedded into daily operations through the Human Resources Department.

Key policies include the Human Rights Policy, Work Ethics Policy, recruitment policies for local and foreign workers, maternity and paternity leave provisions, and the Employee Handbook, which collectively promote fair treatment, non-discrimination, transparent recruitment, and clear employee rights. These are further reinforced by the Group's Anti-Bribery & Corruption framework and due diligence requirements for business associates, supporting ethical and accountable practices across the organisation and its supply chain.

	2023	2024	2025
Number of substantiated complaints concerning human rights violations	0	0	0

Sustainability Statement (Cont'd)

CHAPTER 3: Empowering People and Upholding Rights (Cont'd)

3.5 Anti-Harassment & Disciplinary Practices

3.5.1 Our Commitment

NVTEC Berhad (“NVTEC”) upholds a zero-tolerance approach toward all forms of workplace harassment, bullying, victimisation, or discrimination. The Group believes that every employee has the right to a professional environment built on dignity, respect, and equality. Upholding ethical conduct and transparent disciplinary practices remains central to maintaining organisational integrity and trust. All employees are expected to adhere to the Group’s Code of Conduct, Code of Ethics, and Disciplinary Rules and Procedures for Misconduct, ensuring that actions are consistent, lawful, and fair across all employment levels.

3.5.2 Monitoring and Management Approach

The Human Resources Department administers the Group’s disciplinary and anti-harassment mechanisms, supported by line management and the Sustainability Steering Committee (SSC), which reports to the Board. Investigations are conducted confidentially and objectively by designated disciplinary officers, ensuring due process and protection of all parties involved. Preventive controls include awareness training, formal grievance mechanisms, and monitoring of compliance with the Employment Act 1955 (Amendment 2022) and the Minimum Wages Order 2016. The Group also ensures that disciplinary actions are proportionate, transparent, and free from retaliation or bias.

3.5.4 Policies, Audits, and Governance

NVTEC’s framework integrates three core governance instruments:

Disciplinary Rules and Procedures for Misconduct

Establishes a structured escalation process—from verbal and written warnings to dismissal—based on severity. Employees are entitled to representation, written notification, and an appeal process within five working days of any decision. Confidentiality and documentation standards are strictly observed.

Sexual Harassment Policy

In accordance with Section 81 of the Employment Act 1955 (Amendment 2022), sexual harassment is treated as a serious offence warranting immediate investigation and disciplinary action. Unwanted conduct of a sexual nature—verbal, visual, or physical—is prohibited, and complaints are handled with sensitivity and impartiality.

Grievance Policy

Provides employees with a structured, confidential process to report dissatisfaction or unfair treatment. Grievances are escalated from immediate supervisors to the HR Manager or General Manager within defined timelines. Employees may also submit anonymous feedback through the Employee Suggestion Box.

Annual HR audits review compliance with disciplinary procedures, grievance handling, and sexual-harassment inquiries. Findings are reported to senior management and reviewed by the SSC to ensure continuous improvement and procedural integrity.

3.6 Community Engagement & Investment

3.6.1 Our Commitment

NVTEC recognises that long-term business resilience is closely linked to the wellbeing of the communities in which it operates. The Group’s community engagement and investment initiatives reflect its enduring commitment to responsible corporate citizenship. These initiatives aim to create shared value by enhancing education, health and social welfare outcomes while fostering a spirit of volunteerism among employees.

Community Investment Performance for Last 3 Years			
	2023	2024	2025
Total amount invested where target beneficiaries are external to NVTEC (RM)	500	8,700	1,840
Total number of beneficiaries of the investment in communities	10	29	33

Through meaningful Corporate Social Responsibility (CSR) programmes, NVTEC strives to contribute positively to society and instil values of empathy, inclusion, and mutual respect within its workforce. Employee volunteers are encouraged to participate in community activities and are recognised through internal appreciation programmes.

3.6.2 Key Community Engagement Focus Areas

NVTEC’s FY2025 CSR programs were designed keeping in mind health as the key priority

- Men’s Health – Prostate Cancer Awareness and Screening
- Blood donation

In FY2025, NVTEC continued to strengthen its community impact by focusing on initiatives that promote inclusion, wellbeing, and local development.

3.6.3 Governance and Implementation

Community investment initiatives are governed by the Donations and Sponsorships Guideline, which defines approval procedures, beneficiary evaluation, and contribution thresholds. The HR and Corporate Communications teams oversee programme coordination, ensuring that all community engagements are transparent, ethically managed, and aligned with NVTEC’s sustainability values.

Sustainability Statement (Cont'd)

CHAPTER 3: Empowering People and Upholding Rights (Cont'd)

3.7 Sustainability-Related Risks and Opportunities (SRROs) – Social

1) Description of Risks

NVTEC's social material topics expose the Group to operational, regulatory, human capital, and reputational risks if not managed effectively. These risks relate primarily to workforce capability and retention, occupational safety and health, workplace conduct, diversity and inclusion, and human rights and fair labour practices. Key risk drivers include skills mismatches, inadequate safety controls, ineffective grievance mechanisms, non-compliance with labour laws, and evolving expectations from multinational customers on social compliance. If unmanaged, these risks may result in productivity losses, higher turnover, workplace incidents, regulatory penalties, or erosion of employee and customer trust.

2) Effects on Business Model and Value Chain

Upstream, NVTEC's social performance influences supplier and contractor relationships, particularly where labour standards, safety practices, and workforce competency are critical to production continuity. Within operations, employee capability, safety, wellbeing, and fair treatment directly affect efficiency, quality, and operational stability. Weak social practices may increase absenteeism, rework, incidents, and turnover costs. Downstream, customers—especially those operating in regulated or global markets—expect suppliers to demonstrate strong social governance. Failure to meet these expectations may affect customer confidence, audit outcomes, and long-term business relationships, while strong social performance enhances NVTEC's reliability and employer reputation.

5) Potential Financial Implications – Social SRROs

Material Topic	Time Horizon	Risk / Opportunity	Potential Impact on Future Cash Flows	Impact on Cost of Capital	Impact on Access to Finance
Employee Training & Development	Short-term Risk	Skill mismatch or low training participation	Lower productivity, higher supervision and error costs	Slight increase if inefficiencies persist	Neutral in the near term
	Long-term Risk	Inadequate upskilling and leadership pipeline	Reduced innovation, higher turnover and recruitment costs	Higher if human-capital risks affect sustainability	Possible reduction in ESG-linked financing eligibility
	Short-term Opportunity	Improved training coverage and engagement	Productivity gains and operational efficiency	Neutral	No material impact
	Long-term Opportunity	Digital learning and succession planning	Stronger retention and long-term cost stability	Lower over time	Improved access to sustainability-linked financing

3) Effects on Strategy and Decision-Making

Social risks and opportunities inform NVTEC's strategic emphasis on workforce development, safety leadership, ethical labour practices, and inclusive workplace culture. Management decisions increasingly consider investments in training and upskilling, occupational safety systems, leadership development, grievance mechanisms, and digital monitoring tools. Insights from audits, incident reviews, employee feedback, and HR metrics are integrated into operational planning, capital allocation, and succession planning to strengthen workforce resilience and long-term business sustainability.

4) Governance of the Material Topics

Oversight of social SRROs is anchored under the Board of Directors through the Sustainability Steering Committee (SSC), supported by the Human Resources Department, Health, Safety and Environment (HSE) Committee, and Compliance functions. Structured policies, internal audits, training programmes, and performance monitoring mechanisms ensure accountability, legal compliance, and continuous improvement. Regular management reviews provide escalation pathways for material issues and ensure alignment between workforce management, operational controls, and sustainability priorities.

Sustainability Statement (Cont'd)

CHAPTER 3: Empowering People and Upholding Rights (Cont'd)

3.7 Sustainability-Related Risks and Opportunities (SRROs) – Social (Cont'd)

Material Topic	Time Horizon	Risk / Opportunity	Potential Impact on Future Cash Flows	Impact on Cost of Capital	Impact on Access to Finance
Occupational Safety & Health (OSH)	Short-term Risk	Minor injuries or safety lapses	Medical costs, downtime, higher insurance premiums	Moderate if incident trends persist	Limited access to ESG-linked finance until corrected
	Long-term Risk	Regulatory tightening and compliance upgrades	Higher capex and compliance costs	Increased if safety risks are perceived	Restricted access to global supply chains and ESG finance
	Short-term Opportunity	Enhanced training and real-time monitoring	Reduced incidents and productivity losses	Neutral	No material impact
	Long-term Opportunity	ISO 45001 certification and automation	Improved resilience and supplier attractiveness	Lower risk premium	Improved eligibility for global and sustainability-linked finance
Human Rights & Fair Labour Practices	Short-term Risk	Labour non-compliance or recruitment malpractice	Fines, turnover, and productivity disruption	Moderate increase if governance gaps persist	May affect ESG-linked financing eligibility
	Long-term Risk	Evolving global due-diligence requirements	Higher monitoring costs and reputational exposure	Increased if ESG expectations are unmet	Reduced access to international customers and financing
	Short-term Opportunity	Effective grievance mechanisms and awareness	Improved retention and employee trust	Neutral	No material impact
	Long-term Opportunity	Ethical recruitment and supplier due diligence	Stable workforce and enhanced market credibility	Lower over time	Improved access to responsible investment capital
Anti-Harassment & Disciplinary Practices	Short-term Risk	Unresolved grievances or workplace misconduct	Productivity loss and administrative costs	Slight increase if issues persist	Neutral short-term impact
	Long-term Risk	Legal action or reputational damage	Higher turnover and potential legal expenses	Higher if social ratings decline	Constraints on social or ESG-linked financing
	Short-term Opportunity	Transparent grievance handling	Improved morale and reduced turnover costs	Neutral	No material impact
	Long-term Opportunity	Embedded DEI and ethics culture	Strong employer branding and workforce stability	Lower risk premium	Improved eligibility for sustainability-linked financing

Sustainability Statement (Cont'd)



CHAPTER 4: Strengthening Environmental Management Across Operations

4.1 Greenhouse Gas & Stack Emissions and Climate Change

4.1.1 Our Commitment

Greenhouse Gas (GHG) and stack emissions remain a material topic for NVTEC, as they are directly linked to operational efficiency, production reliability, regulatory compliance, and climate-related financial exposure. As a precision manufacturing company that relies on energy-intensive operations, NVTEC recognises that effective emissions management is not only an environmental responsibility but also a key determinant of long-term business resilience and cost competitiveness.

Our Material Context

The main sources of emissions within our operations arise from the direct consumption of fossil fuels (diesel and petrol) for company vehicles (Scope 1) and purchased electricity for our production facilities (Scope 2). In addition, our stack emissions, including particulate matter (PM), nickel (Ni), and ammonia (NH_3)—originate from exhaust stacks at our Klang and Johor plants. These are continuously monitored in accordance with the *Environmental Quality (Clean Air) Regulations 2014* to ensure full compliance and to protect worker and community health.

In FY2025, we have expanded our emissions boundary to include selected Scope 3 categories:

- **Category 6: Business Travel** – emissions from air and ground transport used by employees for official travel.
- **Category 7: Employee Commuting** – emissions generated from daily travel between home and workplace.

These categories broaden our understanding of our value-chain climate impact and enable us to identify reduction opportunities beyond direct operations.

Strategic Alignment and Frameworks

Our emissions accounting and disclosure practices follow the **GHG Protocol** and **GRI 305: Emissions**, while our climate-related risk and opportunity assessments align with IFRS S2 and the **TCFD recommendations**. All data is consolidated through our internal **Master Data Collection Tool (MDCT)** to ensure traceability, consistency, and auditability. External verification of stack emission results complements our internal monitoring and supports transparent stakeholder reporting.

4.1.2 Monitoring and Management Approach

Stack Emissions:

Stack emissions at NVTEC's manufacturing facilities are monitored through a structured environmental management system to ensure continuous compliance with Department of Environment (DOE) regulatory limits and alignment with national and international emission monitoring standards.

Audit Mechanisms and KPI Tracking

- **Audit Mechanisms:** Internal compliance audits are performed quarterly to ensure stack systems operate efficiently and to validate external monitoring results.
- **KPIs Monitored:**
 - Stack emissions compliance rate (% within DOE limit)
 - Average Total PM (mg/m^3) across all scrubbers
 - Frequency of exceedances (target: 0 cases)
 - Corrective action closure time

These indicators are reviewed during management environmental review meetings, and outcomes inform preventive maintenance schedules and investment decisions for emission control technologies.



Sustainability Statement (Cont'd)

CHAPTER 4: Strengthening Environmental Management Across Operations (Cont'd)

4.1.2 Monitoring and Management Approach (Cont'd)

Key Stack Emission Parameters

Table: Autic Mekki Sdn Bhd

Scrubber ID	Parameter	Test Method	Result (mg/m³)	DOE Limit Value (mg/m³)	Compliance Status
EN1	Total PM	MS1596:2003	6.5	150	Within limit
	Ni	USEPA Method 29	<0.01	1.0	
	NH ₃	NIOSH 6015	<1.0	30	
EN2	Total PM	MS1596:2003	8.0	150	Within limit
	Ni	USEPA Method 29	<0.01	1.0	
	NH ₃	NIOSH 6015	<1.0	30	
EN3	Total PM	MS1596:2003	7.7	150	Within limit
	Ni	USEPA Method 29	<0.01	1.0	
	NH ₃	NIOSH 6015	<1.0	30	
EN4	Total PM	MS1596:2003	8.4	150	Within limit
	Ni	USEPA Method 29	<0.01	1.0	
	NH ₃	NIOSH 6015	<1.0	30	

Table: Plant 1 Results

Stack ID / Process	Parameter	Result (mg/m³)	DOE Limit (mg/m³)	Compliance Status
Stack No. 5 Hard Anodizing	Total Particulate Matter (TPM)	4.3	150	Within limit
	Nitrogen Dioxide (NO ₂)	13.1	400	Within limit
	Hydrogen Sulfide (H ₂ S)	< 1.0	5.0	Within limit
	Lead (Pb)	< 0.01	1.0	Within limit
	Sulfuric Acid (H ₂ SO ₄)	< 0.1	35.0	Within limit
Stack No. 6 Color/CP Anodizing	Total Particulate Matter (TPM)	4.8	150	Within limit
	Nitrogen Dioxide (NO ₂)	9.9	400	Within limit
	Hydrogen Sulfide (H ₂ S)	< 1.0	5.0	Within limit
	Lead (Pb)	< 0.01	1.0	Within limit
	Sulfuric Acid (H ₂ SO ₄)	< 0.1	35.0	Within limit
Stack No. 7 Black Anodizing	Total Particulate Matter (TPM)	3.6	150	Within limit
	Nitrogen Dioxide (NO ₂)	12.3	400	Within limit
	Hydrogen Sulfide (H ₂ S)	< 1.0	5.0	Within limit
	Lead (Pb)	< 0.01	1.0	Within limit
	Sulfuric Acid (H ₂ SO ₄)	< 0.1	35.0	Within limit

Sustainability Statement (Cont'd)

CHAPTER 4: Strengthening Environmental Management Across Operations (Cont'd)

4.1.2 Monitoring and Management Approach (Cont'd)

Key Stack Emission Parameters (Cont'd)

Stack ID / Process	Test Parameter	Test Method	Result (mg/m³)	DOE Limit (mg/m³)	Compliance Status
Hydrocarbon Washing SW-1	Total Particulate Matter (TPM)	MS 1596:2003	4.1	150	Within limit
	Non-Methane Volatile Organic Compound (NMVOC)	NIOSH 2549	258.4	150	Above limit, non-compliant
Hydrocarbon Washing SW-2	Total Particulate Matter (TPM)	MS 1596:2003	3.3	150	Within limit
	Non-Methane Volatile Organic Compound (NMVOC)	NIOSH 2549	26.9	150	Within limit
Hydrocarbon Washing SW-3	Total Particulate Matter (TPM)	MS 1596:2003	3.5	150	Within limit
	Non-Methane Volatile Organic Compound (NMVOC)	NIOSH 2549	215.5	150	Above limit, non-compliant

Table: Plant 3 Results

Parameter	Test Method	Result (mg/m³)	DOE Limit (mg/m³)	Compliance Status
Total Particulate Matter (TPM)	NIOSH 0500	3.2	150	Within limit
Non-Methane Volatile Organic Compound (NMVOC)	NIOSH 2549	598.6	150	Above limit: non-compliant

Greenhouse Gas (GHG) Emissions:

Greenhouse gas (GHG) emissions represent a key environmental aspect for NVTEC due to the nature of our operations, mobility requirements, and energy usage across the Group. As part of our expanding climate-management framework, we monitor and manage emissions across **Scope 1, Scope 2, and selected Scope 3 categories**, ensuring alignment with the **GHG Protocol Corporate Standard, IFRS S2**, and Malaysia's emerging sustainability-reporting expectations under NSRF.

Our approach combines structured data collection, internal and external verification, inter-departmental collaboration, and continuous improvement to progressively strengthen our emissions-management capabilities and disclosure quality.

Data Collection and Monitoring System

GHG emissions data is collected through a Group-wide coordinated system anchored by the Master Data Collection Tool (MDCT). The monitoring framework covers:

Scope 1	Scope 2	Scope 3
<p>Direct Emissions</p> <ul style="list-style-type: none"> Includes petrol and diesel consumption from company-owned transport vehicles across all subsidiaries. No stationary combustion or mobile industrial equipment currently contributes to Scope 1 emissions. Fuel consumption data is captured monthly by the Finance and Accounts Departments, supported by HR for vehicle allocation records. 	<p>Indirect Emissions (Purchased Electricity)</p> <ul style="list-style-type: none"> Electricity consumption from all operational facilities is recorded using: <ul style="list-style-type: none"> Monthly utility bills Electricity data is validated and centralised in the MDCT for year-end reporting. 	<p>Other Indirect Emissions</p> <p>In FY2024/25, NVTEC expanded its disclosure boundary to include two material Scope 3 categories:</p>

Sustainability Statement (Cont'd)

CHAPTER 4: Strengthening Environmental Management Across Operations (Cont'd)

4.1.2 Monitoring and Management Approach (Cont'd)

Table: Our Entity and Subsidiary Level Emissions by Scope and Source/Categories

Scope	Source	NVTEC Group		
		NVSB	Notion Thailand	Notion International
1	Diesel Combustion	40.13	18.23	11.95
	Petrol Combustion	-	5.57	28.07
2	Purchased Electricity	27,810.25	7,200.96	2,189.12
	Category 6: Business Travels	57.43	11.61	37.47
3	Category 7: Employee Commuting	277.21	264.98	164.70
	Total Emissions (tCO ₂ e)	28,185.03	7,501.36	2,431.34
	Group Grand Total (tCO ₂ e)	38,117.74		
	Avoided Emissions (Solar Energy Generation at NVSB)	3,277.42	NA	NA

In the reporting year, NVTEC Group recorded a total GHG footprint of 38,117.74 tCO₂e, with emissions largely driven by Scope 2 purchased electricity, reflecting the energy-intensive nature of its manufacturing operations, particularly at Notion Venture Sdn. Bhd. (NVSB). Scope 1 emissions from fuel combustion remained minimal, while Scope 3 emissions, disclosed for the first time, were primarily associated with business travel and employee commuting, highlighting mobility-related impacts across the Group. The Group avoided 3,277.42 tCO₂e through on-site solar energy generation at NVSB, demonstrating the effectiveness of renewable-energy integration. These results establish a robust emissions baseline and underscore the importance of energy efficiency, renewable expansion, and mobility optimisation in NVTEC's decarbonisation roadmap, supported by structured monitoring and alignment with international standards.

4.1.3 Policies, Audits and Governance

NVTEC's emission-management framework is governed by a certified Environmental Management System (EMS) compliant with ISO 14001:2015. This system provides the procedural backbone for legal compliance, monitoring, and continual improvement across all operational sites.

Environmental Policy and Controls

Our Environmental Policy commits to pollution prevention, resource efficiency, and transparent reporting. The EMS includes Standard Operating Procedures (SOPs) for hydrocarbon washing, anodising scrubbers, chemical storage, wastewater management, and scheduled-waste handling. These procedures are audited annually and reviewed during Management Review Meetings (MRMs) to ensure relevance and effectiveness.

Governance Structure

Environmental governance is integrated within the company's broader Sustainability and Risk framework:

- **Environmental, Health and Safety (EHS) Committees** at each plant coordinate monitoring schedules, verify third-party results, and initiate corrective actions.
- **The Environmental Management Representative (EMR)** consolidates performance data, maintains the Master Data Collection Tool (MDCT), and ensures timely reporting to the Management Review Committee.
- **The Management Review Meeting**, held annually, evaluates emission performance, legal compliance, and audit findings, providing direction for continuous improvement.

Table: Our Group Level Total Emissions by Scope

Scope	Group Total (tCO ₂ e)
1	103.97
2	37,200.35
3	813.41

Sustainability Statement (Cont'd)

CHAPTER 4: Strengthening Environmental Management Across Operations (Cont'd)

4.2 Water Consumption, Wastewater and Waste Management

4.2.1 Our Commitment

Water consumption, wastewater management, and waste generation are material environmental topics for NVTEC due to their direct link to manufacturing continuity, regulatory compliance, cost efficiency, and environmental responsibility. As a precision manufacturing group, NVTEC treats water and waste management as core operational responsibilities, focusing on effective control of wastewater and waste streams, particularly scheduled and hazardous waste, to manage regulatory, operational, and reputational risks. These practices are aligned with GRI 303 (Water and Effluents) and GRI 306 (Waste) and are embedded within NVTEC's ISO 14001-certified Environmental Management System, with application across all entities in accordance with operational scale and local regulatory requirements, supported by ongoing efforts to strengthen data consistency and monitoring to protect environmental quality and support long-term operational resilience.

4.2.2 Monitoring and Management Approach

NVTEC Group adopts an integrated approach to managing water consumption, wastewater, and waste across its manufacturing operations, embedding these areas into daily operational controls to support regulatory compliance and operational stability. Water use, wastewater treatment, and waste generation are monitored through internal tracking systems and licensed contractor records, with closer oversight at higher-intensity sites and Group-level consolidation to track trends, ensure compliance, and identify opportunities to improve resource efficiency.

4.2.3 Performance Overview

Water Consumption

Water consumption across the Group reflects differences in operational scale and production intensity among the entities. NVSB accounts for the largest share of water use, consistent with its role as the Group's primary manufacturing base. Notion Thailand and Notion International recorded lower absolute consumption levels, reflecting smaller operational footprints.

Table: Water Consumption by Entity

Entity	Total Water Consumption (m ³)
NVSB	597,442
Notion Thailand (NT)	92,997
Notion International (NI)	7,305
Group Total	697,744

At NVSB, water consumption is monitored on a monthly basis to support operational oversight and early identification of abnormal usage. Variations in monthly consumption generally correspond with changes in production volumes, maintenance activities, and operational schedules. For Notion Thailand and Notion International, water consumption is currently tracked and reported at an annual level.

Wastewater Treatment

Wastewater generated from manufacturing activities is treated prior to discharge through on-site wastewater treatment systems. NVSB operates multiple wastewater treatment plants, which together account for the majority of treated effluent within the Group.

Table: Treated Wastewater Volumes by Treatment Facilities at NVSB

Wastewater Treatment Facility	Total Treated Effluent (m ³)
WWTP-AN	152,830
WWTP-EN	121,300
WWTP-Bio	6,355
WWTP-NV3	0
WWTP-Glove	0
Total	280,485

Wastewater volumes at Notion Thailand are monitored at an aggregate annual level, with total treated wastewater amounting to 87,661 m³ for the reporting period. Wastewater volumes at Notion International are comparatively lower and are similarly consolidated annually.

Waste Generation and Management

Waste generation arises from routine manufacturing, maintenance, and support activities across the Group's operations. Waste is classified as either hazardous (scheduled) or non-hazardous and is managed through a combination of recovery and disposal pathways.

At Group level, a significant portion of waste generated during the reporting year was diverted away from disposal through recovery and recycling activities, supporting improved resource efficiency.

Table: Group Waste Summary

Category	Quantity (tonnes)
Total Waste Generated	1,048.67
Waste Diverted Away from Disposal	769.56
Waste Directed to Disposal	279.11

Taken together, approximately 73% of total waste generated during the reporting year was diverted away from disposal, while 27% was directed to disposal.

Sustainability Statement (Cont'd)

CHAPTER 4: Strengthening Environmental Management Across Operations (Cont'd)

4.2.3 Performance Overview (Cont'd)

Waste Generation and Management (Cont'd)

Table: Waste Diversion by Entity

Entity	Waste Diverted to Disposal (tonnes)	Waste Diverted Away from Disposal (tonnes)
NVSB	187.92	522.76
Notion Thailand (NT)	91.19	140.25
Notion International (NI)	–	106.55
Group Total	279.11	769.56

NVSB tracks and monitors its scheduled waste generation by department of environments (DOE's) specific regulations.

Schedule Waste Type	Description	Amount (tonnes)
SW410 - Contaminated cotton	Rags, oily gloves and face masks	114.36
SW311 - Contaminated slurry or	Semisolid oily sludge	159.32
SW409 - Contaminated empty	Drum with schedule waste	12.22
SW409 - Chemical plastic waste	Carboy and container items	62.86
SW410 - Oily filter contaminated	Oily filter contaminated items	58.10
SW410 - Contaminated cleaning	Oily mop and other	6.53
SW110 - Fluorescent lamp with	Fluorescent lamp with mercury waste	0.00
SW204 - IETS (AN/NV/EN)	WWTP sludge's waste - solid	88.30
SW-305 - lubricant oil		12.70
SW-206 - EN Solution liquid		8.37
Total		522.76

The waste profile differs depending on production processes, materials used, and operational scale. NVSB generated the highest absolute waste volumes, reflecting its larger manufacturing footprint. Notion Thailand and Notion International generated lower volumes, with a higher proportion of waste directed towards recovery pathways.

Overall, the performance data highlights the importance of effective water management, sufficient wastewater treatment capacity, and structured waste handling practices in supporting operational continuity and environmental responsibility across the Group.

4.3 Energy Efficiency and Management

4.3.1 Our Commitment

Energy efficiency and effective energy management are material to NVTEC as electricity underpins the Group's precision manufacturing operations, where stable power supply and efficient energy use are essential to maintaining product quality, production continuity, and cost control. As energy prices fluctuate and climate-related transition expectations increase, energy performance has become both an operational priority and a strategic business consideration.

Electricity consumption represents the largest component of the Group's total energy use and is the primary contributor to Scope 2 greenhouse gas (GHG) emissions. Improving energy

efficiency and increasing the share of renewable energy therefore directly support NVTEC's objectives to manage operating costs, reduce emissions intensity, and strengthen long-term business resilience.

In line with GRI 302 (Energy) and climate-related disclosure principles under IFRS S2 and TCFD, NVTEC approaches energy management with a dual focus:

- Risk reduction, by lowering exposure to grid dependency, energy price volatility, and future regulatory pressures; and
- Efficiency improvement, by optimising electricity use and integrating renewable energy solutions where feasible.

Sustainability Statement (Cont'd)

CHAPTER 4: Strengthening Environmental Management Across Operations (Cont'd)

4.3.1 Our Commitment (Cont'd)

Energy considerations are embedded into the Group's sustainability strategy and broader risk management framework, informing operational planning, capital investment decisions, and facility upgrades. This ensures that energy initiatives deliver near-term efficiency gains while supporting longer-term decarbonisation and resilience objectives.

NVTEC's approach is also aligned with Malaysia's evolving policy direction, including the intent of the Energy Efficiency and Conservation Act 2024, which promotes systematic energy monitoring, continuous improvement, and accountability across energy-intensive organisations.

4.3.2 Monitoring and Management Approach

NVTEC monitors energy consumption through a centralised system using the Master Data Collection Tool (MDCT), covering purchased electricity, on-site solar generation, and fuel consumption across all facilities under its operational control. Electricity, solar, and fuel data are collected from utility bills, monitoring systems, and financial records, consolidated annually, and converted into gigajoules (GJ) for analysis and reporting.

Energy monitoring is supported by cross-functional oversight, with facilities and operations teams managing site-level energy use and solar systems, finance teams verifying source records, and the ESG consulting team validating data and methodologies. Energy performance is reviewed under the ISO 14001 Environmental Management System using key KPIs, including total and net electricity consumption, renewable energy generation, and the share of renewables in the Group's energy mix, to support operational optimisation and renewable investment decisions.

Energy Source	Unit	Quantity
Fuel Consumption from Non-Renewable Sources		
Diesel	Litres	27,353.77 L
Petrol	Litres	14,382.14 L
Fuel Consumption from Renewable Sources		
Solar Energy	kWh	4,234,393 kWh
Purchased Electricity (within the organisation)		
Electricity Consumption	kWh	53,918,824 kWh

Our summary of energy consumption in gigajoules

Energy Source	In GJ
Purchased Electricity	194,107.77
Solar Energy Generated (Renewable, On-Site)	15,243.82
Non-Renewable Energy (e.g., fuels)	1,547.71
Total Energy Consumption	210,899.30

4.3.3 Initiatives and Opportunities

NVTEC has implemented and identified a range of energy-related initiatives that contribute to efficiency improvement, cost optimisation, and emissions reduction. These initiatives are classified as "Opportunities" under the Sustainability-Related Risks and Opportunities (SRRO) framework, in line with Securities Commission recommended practice.

Renewable Integration

NVTEC has deployed rooftop solar photovoltaic (PV) systems across three manufacturing facilities — Plant 1, Plant 2, and Plant 3. During the reporting year, these systems generated a combined 4,234,393 kWh of renewable electricity, equivalent to 15,243 GJ.

Plant 1 accounted for the largest share of solar generation, followed by Plant 3 and Plant 2, reflecting differences in installed capacity and operational scale. The distributed deployment across multiple sites reduces reliance on grid electricity during daylight operating hours, mitigates exposure to electricity tariff increases, and delivers measurable reductions in Scope 2 emissions. This initiative represents a clear SRRO Opportunity, supporting both financial performance and decarbonisation objectives.

Employee Awareness and Capacity-Building

Cross-functional collaboration between operations, finance, and sustainability teams has strengthened internal awareness of energy efficiency as both a cost and climate consideration. Improved visibility of energy data supports informed decision-making and encourages energy-conscious practices across the organisation, reinforcing a culture of continuous improvement.

4.4 Recycling and Material Recovery

Recycling and material recovery have emerged as a material topic for NVTEC as part of the Group's evolving sustainability assessment, reflecting growing expectations around resource efficiency and circularity across manufacturing value chains. While the Group does not currently have formal initiatives, long-term targets, or structured recovery programmes in place, NVTEC recognises the importance of improving visibility over material flows and waste streams as a foundational step towards a more circular operating model. In the near term, the focus will be on establishing baseline monitoring and data tracking to better understand material use, waste generation, and recovery potential across operations. This will enable the Group to identify practical opportunities to enhance recycling, reduce material losses, and progressively integrate circular economy principles into operational decision-making. As data maturity improves, recycling and material recovery will be further embedded into NVTEC's broader sustainability strategy, supporting responsible resource use and long-term operational efficiency.

Sustainability Statement (Cont'd)

CHAPTER 4: Strengthening Environmental Management Across Operations (Cont'd)

4.5 Environmental Sustainability-related Risks & Opportunities (SRRO) Mapping

NVTEC's environmental sustainability efforts are closely tied to long-term business resilience. Applying the IFRS S1 and S2 frameworks, we have identified key short and long-term sustainability-related risks and opportunities across our environmental material topics. These are mapped to potential impacts on financial performance and capital access and aligned with relevant TCFD disclosure categories. NVTEC aims to build onto their SRRO mapping further in the upcoming years to include quantitative financial implications on the risks and opportunities through more in-depth internal stakeholder engagements as declared in our sustainability governance.

1) Description of Risks

NVTEC's environmental material topics collectively expose the Group to regulatory, transition, cost-related, operational and reputational risks arising from its energy- and resource-intensive precision manufacturing activities. These risks include non-compliance with air emission, effluent discharge and waste regulations; rising energy and water tariffs; inefficiencies in resource use; and exposure to climate-related physical events that may disrupt operations. Weak environmental performance may also affect customer perceptions and increase scrutiny from regulators and key stakeholders.

2) Effects on Business Model and Value Chain

Upstream, NVTEC is exposed to changes in electricity and water pricing, regulatory requirements and the availability of licensed service providers for waste and wastewater management, which may affect input costs and service reliability. Within operations, environmental performance directly influences production continuity, cost efficiency and regulatory standing, with non-compliance or inefficiencies potentially leading to unplanned expenditure, downtime or capital diversion. Downstream, customers increasingly expect responsible environmental management, and weak performance across emissions, energy, water, or waste may affect customer confidence, audit outcomes and competitiveness in sustainability-driven markets.

5) Potential Financial Implications

Material Topic	Time Horizon	Risk / Opportunity	Potential Impact on Future Cash Flows	Impact on Cost of Capital	Impact on Access to Finance
GHG & Stack Emissions / Climate Change	Short-term Risk	Stack emission non-compliance due to process variability	Regulatory penalties, unplanned capex for emission controls, and production interruptions	Neutral to slight increase if compliance risks are perceived	Limited impact if issues are promptly rectified
	Long-term Risk	Carbon pricing and rising electricity tariffs	Sustained increase in operating costs and margin erosion	Higher as transition and energy-cost risks are priced in	Reduced attractiveness to climate-focused investors
	Short-term Opportunity	Improved emission controls and monitoring	Reduced likelihood of penalties and remediation costs	Neutral	No material impact
	Long-term Opportunity	Early decarbonisation and renewable integration	Improved cost stability and resilience to future climate regulation	Lower over time with improved transition risk profile	Improved access to ESG-linked financing

Sustainability Statement (Cont'd)

CHAPTER 4: Strengthening Environmental Management Across Operations (Cont'd)

4.5 Environmental Sustainability-related Risks & Opportunities (SRRO) Mapping (Cont'd)

5) Potential Financial Implications (Cont'd)

Material Topic	Time Horizon	Risk / Opportunity	Potential Impact on Future Cash Flows	Impact on Cost of Capital	Impact on Access to Finance
Water Consumption, Wastewater & Waste Management	Short-term Risk	Wastewater discharge or waste-management non-compliance	Regulatory penalties, remediation costs, and potential production stoppages	Neutral to slight increase if compliance weaknesses are identified	Limited impact if corrective actions are promptly implemented
	Long-term Risk	Rising water tariffs and stricter environmental regulations	Sustained increase in operating costs and margin pressure	Higher as environmental compliance risks are priced in	Reduced attractiveness to ESG-focused investors if unmanaged
	Short-term Opportunity	Effective wastewater control and compliant waste handling	Avoidance of penalties and production disruption	Neutral	No material impact
	Long-term Opportunity	Improved water efficiency, recycling, and waste systems	Lower long-term operating costs and improved cost predictability	Lower over time with improved resource efficiency	Improved alignment with ESG-linked financing
Energy Efficiency & Management	Short-term Risk	Inefficient energy use and lack of monitoring	Higher electricity costs and reduced operating margins	Neutral to slight increase if inefficiencies persist	Limited impact in the near term
	Long-term Risk	Electricity tariff escalation and energy-price volatility	Structural increase in production costs affecting competitiveness	Higher as energy transition risks are priced in	Reduced attractiveness to ESG-focused investors if unmanaged
	Short-term Opportunity	Improved energy monitoring and efficiency measures	Reduced electricity wastage and operating costs	Neutral	No material impact
	Long-term Opportunity	Energy-efficient upgrades and renewable integration	Lower long-term cost exposure and improved competitiveness	Lower over time with improved energy risk profile	Improved access to sustainability-linked financing
Recycling & Material Recovery	Short-term Risk	High scrap generation and poor segregation	Higher disposal costs and loss of recoverable material value	Neutral	Limited impact in the near term
	Long-term Risk	Weak recycling performance and waste non-compliance	Increased operating costs, penalties, and reduced tender competitiveness	Higher as ESG and circularity risks are priced in	Reduced attractiveness to ESG-focused customers and investors
	Short-term Opportunity	Improved scrap segregation and recovery	Generation of material value and reduced disposal costs	Neutral	No material impact
	Long-term Opportunity	Strong recycling and material recovery practices	Improved ESG performance and tender competitiveness	Lower over time as circularity risks are mitigated	Improved access to ESG- and customer-driven financing

Sustainability Statement (Cont'd)



CHAPTER 5: Building Resilient Operations and Sustainable Growth

5.1 Product Quality and Assurance

5.1.1 Our Commitment

Product quality and assurance are central to NVTEC's operational reliability, customer confidence, and long-term business resilience. As a precision manufacturing group serving automotive, digital storage, digital imaging, and EMS markets, NVTEC operates in sectors where strict specifications, traceability, and consistency are critical to customer acceptance and continued business relationships.

NVTEC recognises that robust quality assurance is not limited to end-product inspection, but must be embedded across the full production lifecycle. Effective quality management supports stable production output, minimises defects and rework, and reduces the risk of customer complaints, penalties, or loss of future orders. As such, product quality is treated as a strategic business priority rather than a standalone operational function.

5.1.2 Quality Management Systems and Product Assurance Framework

NVTEC's product quality framework is anchored in internationally recognised management system certifications that provide structured governance, process discipline and continuous improvement mechanisms across operations.

Key certifications include:

- **ISO 9001:2015 – Quality Management System**, which establishes standardised procedures for process control, documentation, corrective actions and continual improvement; and
- **IATF 16949:2016 – Automotive Quality Management System**, which governs quality assurance requirements for automotive customers and places additional emphasis on defect prevention, risk management, traceability and process capability.

These management systems ensure that quality controls are systematically applied from production planning and incoming material inspection through in-process monitoring and final product verification. Compliance with certification requirements is maintained through internal reviews and periodic external audits, supporting alignment with customer expectations and regulatory standards.



5.1.3 Product Diversity and Quality Controls

NVTEC manufactures a diverse range of precision-engineered components across multiple business segments. This product diversity requires adaptable yet disciplined quality controls to ensure consistent performance across different designs, materials and customer specifications.

Quality assurance practices are implemented throughout the manufacturing lifecycle, including incoming inspection of raw materials, in-process quality checks, and final inspection prior to delivery. Emphasis is placed on early identification of deviations, adherence to documented specifications, and continuous monitoring of critical quality characteristics. This approach supports defect prevention, reduces scrap and rework, and enhances overall production reliability.

5.1.4 Customer Validation and Feasibility Assurance

In addition to internal quality management systems, NVTEC's product assurance framework is reinforced through customer-driven validation and approval processes. For key customers, particularly in the automotive segment, formal feasibility studies are conducted upon receipt of new product or project requests.

These feasibility assessments evaluate technical capability, production readiness and quality compliance prior to serial production. Customer feasibility sign-offs provide external confirmation that NVTEC's manufacturing processes, quality controls and capacity planning meet defined customer requirements. This customer-end validation reduces the risk of downstream quality issues, delivery disruptions, or contractual non-conformance and strengthens long-term customer relationships.

5.2 Responsible Procurement and Supplier Management

5.2.1 Our Commitment

Responsible procurement and effective supplier management are integral to NVTEC's operational continuity, cost efficiency, and overall business resilience. As a precision manufacturing group with diverse material and component requirements, NVTEC recognises that supplier reliability, quality consistency, and ethical conduct directly influence production stability and customer confidence.

NVTEC's procurement practices are designed to support transparent sourcing, manage supply chain risks, and ensure that suppliers are capable of meeting operational, quality, and delivery requirements. These practices form part of the Group's broader risk management approach and contribute to the long-term sustainability of its operations.

Sustainability Statement (Cont'd)

CHAPTER 5: Building Resilient Operations and Sustainable Growth (Cont'd)

5.2.2 Supplier Due Diligence and Onboarding

NVTEC applies supplier due diligence as a core component of its procurement and onboarding process. New suppliers are evaluated prior to engagement to assess their operational capability, quality practices, and suitability to meet NVTEC's requirements.

As part of the onboarding process, suppliers are required to complete Supplier Self-Assessment forms, which provide visibility over key areas such as production capability, quality controls, and compliance-related considerations. This structured approach supports informed sourcing decisions and helps mitigate risks associated with supplier performance, quality issues, or non-compliance.

Supplier due diligence is treated as an industry best practice and supports NVTEC's objective of maintaining a reliable and resilient supply base.

5.2.3 Supplier Capacity Planning and Commitment

To further strengthen supply continuity, NVTEC utilises Supplier Capacity Planning and Commitment forms as a planning and risk-management tool. These forms are used to confirm suppliers' available production capacity, delivery capability, and commitment to meeting agreed supply volumes and timelines.

By formalising capacity expectations with suppliers, NVTEC improves visibility over potential supply constraints and reduces the risk of production disruptions arising from supplier-side limitations. This proactive engagement supports effective coordination with suppliers, particularly for critical materials and components.

5.2.4 Performance and Measurement

NVTEC monitors selected procurement and supplier-management indicators to support transparency, supplier governance, and risk management. Due to ongoing data consolidation, disclosure is currently limited to indicators supported by available documentation.

Indicator	FYE 2025
Procurement from local suppliers	55%
Procurement from international suppliers	45%
Communication with new suppliers on Supplier Self-Assessment Questionnaire	100%

5.2.5 Local Procurement Practices

Where feasible, NVTEC prioritises local procurement to support supply reliability, reduce lead times, and enhance responsiveness to operational requirements. Local sourcing also facilitates closer coordination with suppliers and may reduce exposure to logistics-related disruptions.

However, certain raw materials, components, and specialised equipment are not readily available locally or must be sourced internationally to meet technical specifications, quality requirements, or customer standards. In such cases, NVTEC engages international suppliers to ensure continuity of supply and compliance with product requirements.

These procurement patterns are regularly reviewed to balance cost efficiency, supply reliability and quality requirements.

5.3 Customer Satisfaction and Engagement

5.3.1 Our Commitment

Customer satisfaction and effective engagement are critical to NVTEC's ability to deliver consistent product quality, maintain long-term customer relationships, and support business resilience. As a precision manufacturing group serving customers with stringent quality and delivery requirements, NVTEC recognises that proactive engagement and responsiveness to customer feedback are essential to meeting expectations and sustaining trust.

NVTEC views customer satisfaction not only as an outcome, but as an ongoing process that requires regular communication, performance monitoring and continuous improvement across operations.

5.3.2 Customer Engagement and Communication

NVTEC maintains regular engagement with its customers through structured communication and coordination meetings. These engagements provide platforms to discuss product quality, delivery performance, technical requirements and upcoming production needs.

Through regular interaction, NVTEC ensures that customer expectations are clearly understood and that potential issues related to quality, specifications, or delivery timelines are identified and addressed in a timely manner. This proactive approach supports alignment between NVTEC's operations and customer requirements, reducing the risk of misunderstandings or performance gaps.

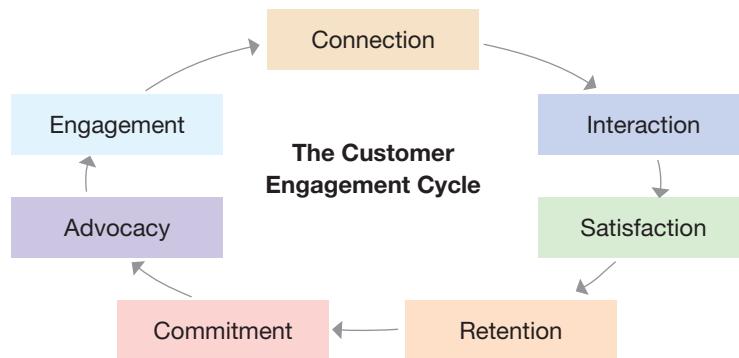
Sustainability Statement (Cont'd)

CHAPTER 5: Building Resilient Operations and Sustainable Growth (Cont'd)

5.3.3 Customer Feedback and Satisfaction Surveys

NVTEC places strong emphasis on customer feedback as a key input for performance improvement. Customer feedback is actively reviewed and treated seriously, particularly where it relates to product quality, delivery reliability, or service responsiveness.

To support structured feedback collection, NVTEC conducts customer satisfaction surveys, which provide insights into customer perceptions and areas for improvement. Feedback received through surveys and direct customer engagement is reviewed by relevant operational and quality teams, with actions taken where necessary to address identified concerns and strengthen performance.



5.3.4 Compliance with Customer Requirements

Compliance with customer requirements is a core principle underpinning NVTEC's customer engagement approach. NVTEC works closely with customers to ensure that technical specifications, quality standards, delivery expectations, and contractual obligations are clearly understood and met.

Customer requirements are integrated into internal production planning, quality controls, and operational procedures to ensure consistent compliance. Where customer-specific requirements evolve, NVTEC engages with customers to align processes and expectations accordingly, supporting continuity of supply and long-term collaboration.

5.4 Business Resilience and Strategic Growth

NVTEC recognises that long-term business resilience requires the ability to anticipate, manage, and adapt to evolving operational, market, and sustainability-related risks. As such, the Group continues to enhance its risk management strategies to strengthen operational stability, protect customer relationships, and support sustainable growth.

Risk management considerations are integrated into NVTEC's strategic planning and operational decision-making processes. Key focus areas include product quality assurance, supply chain reliability, customer engagement and compliance with customer and regulatory requirements. By addressing these areas proactively, NVTEC reduces exposure to operational disruptions and strengthens its ability to respond to external challenges.

The Group's sustainability goals, targets, and roadmaps are designed to support this resilience by embedding long-term considerations into day-to-day operations. These initiatives provide a structured approach to managing environmental, social and governance-related risks while supporting efficiency improvements, cost control, and responsible business practices.

Through the alignment of risk management, sustainability planning, and operational execution, NVTEC aims to enhance business resilience and position itself for sustainable and strategic growth. This integrated approach enables the Group to adapt to changing market conditions, maintain customer confidence, and pursue growth opportunities in a disciplined and forward-looking manner.

Sustainability Statement (Cont'd)

Performance Summary Data (Common Sustainability Matters)

Bursa Code	Indicator	Unit	2023	2024	2025
Anti-corruption					
Percentage of employees who have received training on anticorruption by employee category					
C1(a)	Senior Management	Percentage (%)	100	100	100
	Executive	Percentage (%)	100	100	100
	Non-Executive	Percentage (%)	100	100	100
C1(b)	Percentage of operations assessed for corruption-related risks	Percentage (%)	100	100	100
C1 (c)	Confirmed incidents of corruption and action taken	Number	0	0	0
Community/Society					
C2 (a)	Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	500	8,700	1,840
C2 (b)	Total number of beneficiaries of the investment in communities	Number	10	29	33
Percentage of employees by gender and age group, for each employee category					
By Employee Category					
Senior Management		Number	8	37	37
Executive		Number	26	49	50
Non-Executive		Number	1,915	2,291	2,381
By Gender					
Male		Percentage (%)	66	72	68
Female		Percentage (%)	34	28	32
By Age					
<30		Percentage (%)	-	-	47
30-50		Percentage (%)	-	-	49
>50		Percentage (%)	-	-	4
Senior Management					
Male		Percentage (%)	100	73	75
Female		Percentage (%)	0	27	25
<30		Percentage (%)	0	0	0
30-50		Percentage (%)	25	59	55
>50		Percentage (%)	75	41	45
Executive					
Male		Percentage (%)	56	63	67
Female		Percentage (%)	44	37	33
<30		Percentage (%)	0	0	2
30-50		Percentage (%)	68	78	82
>50		Percentage (%)	32	22	16
Non-Executive					
Male		Percentage (%)	67.6	72	68
Female		Percentage (%)	32.4	28	32
<30		Percentage (%)	42	60	49
30-50		Percentage (%)	56	38	47
>50		Percentage (%)	2	2	4

Sustainability Statement (Cont'd)

Performance Summary Data (Common Sustainability Matters) (Cont'd)

Bursa Code	Indicator	Unit	2023	2024	2025
C3 (b)	Percentage of directors by gender and age group				
	By Gender				
	Male	Percentage (%)	75	87.5	87.5
	Female	Percentage (%)	25	12.5	12.5
	By Age				
	<30	Percentage (%)	0	0	0
	30-50	Percentage (%)	12.5	12.5	12.5
	>50	Percentage (%)	87.5	87.5	87.5
Energy management					
C4 (a)	Total energy consumption	GJ	224,312.87	214,082.99	210,899.30
Health and safety					
C5 (a)	Number of work-related fatalities	Number	0	0	0
C5 (b)	Lost time incident rate	Rate	0.87	0.5	0
C5 (c)	Number of employees trained on health and safety standards	Number	482	219	402
Labour practices and standards					
C6 (a)	Total hours of training by employee category	Hours	273	1,197	1,050
	Senior Management	Hours	32	29	49
	Management	Hours	184	192	430
	Other employee	Hours	57	976	571
C6 (b)	Percentage of employees that are contractors or temporary staff	Percentage (%)	24	1.3	0
C6 (c)	Total number of employee turnover by employee category	Number	23	554	879
	Senior Management	Number	0	0	0
	Management	Number	0	0	0
	Executive	Number	7	25	15
	Non-Executive	Number	16	529	864
C6 (d)	Number of substantiated complaints concerning human rights violations	Number	0	0	0
Supply chain management					
C7 (a)	Proportion of spending on local suppliers	Percentage (%)	87	75	55
Data privacy and security					
C8 (a)	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0
Water					
C9 (a)	Total volume of water used	Megalitres	968.96	782.35	697.744
Waste management					
C10 (a)	Total waste generated, and a breakdown of the following:	tonnes	-	-	1,048.67
	(i) total waste diverted from disposal	tonnes	-	-	769.56
	(ii) total waste directed to disposal	tonnes	-	-	279.11
Emissions management					
C11 (a)	Scope 1 emissions in tonnes of CO ₂ e	CO ₂ e	95.42	96.53	103.97
C11 (b)	Scope 2 emissions in tonnes of CO ₂ e	CO ₂ e	40,511.96	38,623.63	37,200.35
C11 (c)	Scope 3 emissions in tonnes of CO ₂ e	CO ₂ e	818.06	821.50	813.42

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board of Directors (“**Board**”) recognises the importance of adopting high standards of corporate governance throughout the Company and the Group as a fundamental part of discharging its responsibilities to protect and enhance shareholders’ value and improve the Group’s financial performance.

The Board is committed to implementing the Malaysian Code on Corporate Governance 2021, which was issued by the Securities Commission on 28 April 2021 (“**MCCG 2021**”), wherever applicable and appropriate in the best interest of the shareholders of the Company.

This Corporate Governance Overview Statement (“**Statement**”) sets out how the Company has applied the Principles of the MCCG 2021 and observed the Recommendations supporting the Principles and is to be read together with the Corporate Governance Report 2025 (“**CG Report**”), which is available for reference on the Company’s website at www.notionvtec.com, as well as the announcement made on the website of Bursa Malaysia Securities Berhad (“**Bursa Securities**”) and in conjunction with the other statements in the Annual Report (for example, the Statement on Risk Management and Internal Control, the Audit and Risk Management Committee Report and the Sustainability Statement). Where a specific Recommendation of the MCCG 2021 has not been observed during the financial year under review, the non-observance - including the reasons thereof and where appropriate, the alternative practice, if any, is mentioned in this Statement.

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

I. BOARD RESPONSIBILITIES

Board's Roles and Responsibilities

The Board is led by the Executive Chairman and is supported by experienced Board members with a wide range of expertise, who play an important role in the stewardship of the direction and operations of the Group.

The Board is primarily responsible for the strategic direction of the Group. It delegates to and monitors the implementation of these directions by the Management.

The responsibilities of the Board include, inter alia, the following:-

- (a) Review and adopt a strategic plan for the Group.
 - The Board reviews the annual business plan and budgets and regularly monitors their progress throughout the year, using appropriate financial indicators and industry benchmarks.
 - The Board reviews the challenges of the Group’s business and approves the Management’s proposed strategic plan for the Group.
- (b) Oversee the conduct of the Group’s businesses to evaluate whether the businesses are being properly managed.
 - The Board guides the performance of the Group’s business, not just year-to-year but in the long term.
- (c) Identify principal risks and ensure the implementation of appropriate systems to manage these risks.
 - The Board reviews the system and processes as well as the key responsibilities assigned to designated personnel and assesses for reasonable assurance that the risks have been managed.
- (d) Review the adequacy and the integrity of the Group’s internal control systems and management information systems, including systems for compliance with applicable laws, regulations, rules, directives and guidelines. Please refer to the Statement on Risk Management and Internal Control for further details.

Corporate Governance Overview Statement (Cont'd)

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

I. BOARD RESPONSIBILITIES (CONT'D)

Board's Roles and Responsibilities (Cont'd)

- (e) Ensure the integrity of the Company's financial and non-financial reporting.
- (f) Succession planning - including appointing, training, fixing the compensation of and, where appropriate, replacing key management.
- (g) Develop and implement a Corporate Disclosure Policy for the Group.
 - The Company's Executive Chairman, Executive Directors and Non-Executive Directors communicate with shareholders and respond to questions in relation to, amongst others, the corporate vision, strategies and developments, future prospects, financial results, business plans and operational matters during the Company's Annual General Meeting ("AGM").
 - The Board reviews the Corporate Disclosure Policy and Procedures as and when need arises.

In discharging its duties, the Board delegates certain responsibilities to the Board Committees, namely the Audit and Risk Management Committee ("ARMC"), Nomination Committee ("NC") and Remuneration Committee ("RC"), which operate within their defined Terms of Reference. The Chairmen of the respective Board Committees report to the Board on key matters deliberated at the respective Board Committee meetings and make recommendations to the Board for final decision, where necessary.

The Board conducts at least five (5) meetings in each financial year. An annual meeting calendar is prepared and circulated to the Directors before the beginning of each year to help the Directors to plan their schedule ahead. Additional meetings are also held as and when required. Scheduled Board meetings are structured with pre-set agendas. Board and Board Committee papers prepared by the Management provide the relevant facts and analysis for the Directors' information. The meeting agenda, the relevant reports and the Board papers are furnished to the Directors and Board Committee members before the meeting to allow the Directors sufficient time to read for effective discussion and decision-making at the meetings.

The Board adheres to the Recommendation of MCCC 2021, which requires the Directors to notify the Chairman, including an indication of time that will be spent in the new appointment, before accepting any new directorship. The information on their directorships will be shared with the Board in a quarterly update. None of the Directors hold more than five (5) directorships in listed issues, which ensures that they devote sufficient time to their duties as Directors.

All Directors have complied with the minimum 50% attendance requirement for the Board meetings under the Main Market Listing Requirements ("MMLR") of Bursa Securities. The Board is satisfied with the level of time commitment given by the Directors in fulfilling their roles and responsibilities. Details of the Board members' attendance at the Board and Board Committee meetings for the financial year ended 30 September 2025 are as follows:-

Director	Board	ARMC	NC	RC
Thoo Chow Fah	5/5	-	-	-
William Choo Wing Hong	4/5	-	-	-
John Choo Wing Onn	5/5	-	-	-
Lee Tian Yoke	4/5	-	-	-
Choo Wing Yew	5/5	-	-	-
Teh Su-Ching	5/5	5/5	1/1	1/1
Dato' Abu Bakar Bin Mohd Nor	5/5	5/5	1/1	1/1
Alvin Vong Chen Weng	5/5	5/5	1/1	1/1

Corporate Governance Overview Statement (Cont'd)

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

I. BOARD RESPONSIBILITIES (CONT'D)

Board Charter

The Board has adopted the Board Charter, which outlines the manner in which the Board's constitutional powers and responsibilities are exercised and discharged, having regard to the principles of good corporate governance, international best practices and applicable laws.

The Board Charter provides guidance and clarity on the Board's roles and responsibilities, the delineation of powers between the Board and the Management, the Board Committees established by the Board, as well as the respective roles of the Executive Chairman and the Managing Director.

The Board will review the Board Charter and make amendments as and when required to ensure that it remains consistent with the Board's objectives, prevailing laws and best practices. The Board Charter is made available on the Company's website at www.notionvtec.com.

Code of Conduct and Code of Ethics, Anti-Bribery and Corruption Policy, Whistleblowing Policy and Procedure, and Conflict of Interest Policy

The Board recognises the importance of maintaining high standards of ethics and has adopted a Code of Conduct and Code of Ethics ("the Codes") for the Directors, Management and employees of the Group. The Codes outline the ethical values and standards expected from Directors, Management and employees with the aim of promoting a corporate culture which engenders ethical conduct that permeates throughout the Group.

On top of that, the Board has adopted an Anti-Bribery and Corruption Policy to manage bribery and corruption risks of the Group as guided by the Guidelines on Adequate Procedures issued pursuant to Section 17A (5) of the Malaysian Anti-Corruption Commission Act 2009.

The Board has also adopted a Whistleblowing Policy and Procedure ("WPP") to provide a secure and confidential avenue for Directors, Management, officers, employees and other stakeholders to report any suspected improper activities, including matters relating to financial reporting, unethical behaviour or illegal conduct.

The Board believes that a sound whistleblowing framework will strengthen and support good management practices, and at the same time, demonstrate accountability, effective risk management and sound corporate governance practices.

The WPP outlines the procedures on when, how and to whom concerns may be raised about the genuinely suspected or actual wrongdoing within the Company and its subsidiaries. The identity of the whistleblower is kept confidential, and protection is accorded against any form of reprisal or retaliation. All reports are required to be submitted in writing and forwarded in a sealed envelope to either the Chairman of the ARMC for matters relating to financial reporting, unethical or illegal conduct, or the Head of Human Resources for employment-related matters.

Furthermore, the Group has established a Conflict of Interest Policy, which outlines the disclosure obligations of each Director and Key Senior Management of the Group with respect to the conflict of interest. The policy also outlines the procedures to be followed when any actual or potential conflict of interest arises to ensure systematic identification, disclosure and management of the conflict of interest in an effective and timely manner.

The Codes, Anti-Bribery and Corruption Policy, WPP and Conflict of Interest Policy are available on the Company's website at www.notionvtec.com.

Corporate Governance Overview Statement (Cont'd)

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

I. BOARD RESPONSIBILITIES (CONT'D)

Sustainability

The Board has adopted a Sustainability Policy in recognition of the importance of business sustainability and the need to consider environmental, social and governance (“**ESG**”) impacts in the conduct of the Group’s business.

The Group integrates sustainability considerations into its operations and monitors its ESG targets and performance on an ongoing basis. To ensure alignment with the expectation of the stakeholders, the Group engages with key stakeholders through various communication channels to understand their needs and address their concerns regarding the value created by the Group, both financial and non-financial. Detailed disclosures on the Group’s sustainability practices, initiatives and performance are set out in the Sustainability Statement on Pages 11 to 58 of this Annual Report.

The Sustainability Policy is available on the Company’s website at www.notionvtec.com and is reviewed as and when necessary to ensure its continued relevance.

Clear Functions of the Board and Management

There is a clear division of functions between the Board and the Management to ensure that no single individual or group dominates the decision-making process.

The Executive Chairman leads the Board and is responsible for the leadership, effectiveness, conduct and governance of the Board.

The Managing Director is responsible for executing the Group’s business plans, policies and decisions adopted by the Board, and for overseeing the day-to-day operations of the Group. Heads of divisions support the Managing Director in implementing and managing the Group’s daily business activities.

The Independent Non-Executive Directors are actively involved in the various Board Committees and contribute significantly to areas such as performance monitoring and enhancement of corporate governance and controls. They provide independent assessment, broader perspectives and informed opinions on Management’s proposals.

Clear Division of Roles

There is a clear division of responsibilities between the Executive Chairman and the Managing Director, who also serves as the Chief Executive Officer (“**CEO**”), to ensure an appropriate balance of power and authority. In line with the MCGC 2021, the positions of the Board Chairman and Managing Director are held by separate individuals.

Mr Thoo Chow Fah, the Chairman of the Board, is responsible for, among other matters, ensuring the quantity, quality and timeliness of information flow between Management and the Board. He also schedules Board meetings, oversees the preparation of the agenda for Board meetings and assists in ensuring adherence to the Group’s corporate governance guidelines.

The Chairman of the Board is supported by the Managing Director, Mr William Choo Wing Hong, who also assumes the role of CEO. The Managing Director, together with the other Executive Directors and Management, including each subsidiary’s general managers and key senior managers, is responsible for the day-to-day management of the Group.

The separation of the roles of Chairman and CEO ensures that there is an appropriate balance of power and authority in the Group, preventing any individual from having unfettered power over decision making.

Directors’ Training

All Board members have completed the Mandatory Accreditation Programme (“**MAP**”) Part I and MAP Part II within the prescribed timeframe under the MMLR of Bursa Securities.

Corporate Governance Overview Statement (Cont'd)

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

I. BOARD RESPONSIBILITIES (CONT'D)

Directors' Training (Cont'd)

The Board believes that continuous training is vital for the Board to enhance their skills and knowledge and to enable them to discharge their duties effectively. Directors will continuously attend the relevant training programmes, conferences, seminars, exhibitions and/or forums to stay abreast of developments in various industries, as well as the changes in laws and regulatory requirements.

During the financial year under review, our Board members attended the following seminars, exhibitions, forums and training programmes:-

- Asean Market and Biotechnology Updates
- Integrating Sustainability into Business Strategy
- Enterprise Risk Management (ERM)
- AOB Conversation with Audit Committees in the Securities Commission
- Navigating Compliance: Shariah Audit in Addressing Risks
- Unlocking the impact of the new dividend tax – what investors and companies need to know
- Evaluation for the Navigating Compliance: Shariah Audit in Addressing Risks Webinar
- Leading for Impact (LIP) Alumni Networking Session
- Financial Modelling Fundamentals & Practical Application
- Navigating Opportunities Beyond Audit - Empowering Practitioners Amidst Audit Exemption Changes
- Exploring Malaysia's Out-of-Home (OOH) Advertising Landscape
- Mega Trends in 2040 organised by MDEC
- Global Trade Transformation 2024-2035
- Global Minimum Tax: Latest Developments and Implications for Businesses
- Public Sector Sustainability Reporting – where do we stand?
- Carbon Accounting & GHG Inventories Workshop
- Increased tax consequence across the sectors: a valuation perspective
- Unveiling The World of Intellectual Property Valuation for Financial Institutions
- Anti-Bribery and Anti-Corruption Training
- Addressing Issues and Challenges of IFRS S1 and S2 reporting in Malaysia
- 5 simple ways to boost profits without more overheads
- Stamp duty developments and risks
- ASEAN Sustainable urbanisation forum (ASUF)
- UTS (University Technology Sarawak) – MPC GHG Management Certificate of Practice (COP)
- Getting Ready for IPO
- Decode Your Leadership DNA: Discover the Balance That Fuels Growth

The Board will continue to evaluate and determine the training needs of its members to support the effective discharge of their duties as Directors.

Qualified and Competent Company Secretary

The Board is satisfied that the Company Secretaries are qualified and competent to support the effective functioning of the Board. The terms of their appointment allow their removal and appointment of a successor to be determined collectively by the Board.

The Company Secretaries ensure that all Board and Board Committee meetings are properly convened. Records of the deliberations, proceedings and resolutions are properly recorded, and statutory registers are properly maintained at the Company's registered office. The Board was updated by the Company Secretaries on the relevant statutory and regulatory changes from time to time at the Board meetings.

The full Board, or individual Directors in furtherance of their duties, may obtain independent professional advice at the Company's expense through an agreed procedure laid down formally.

Corporate Governance Overview Statement (Cont'd)

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

I. BOARD RESPONSIBILITIES (CONT'D)

Access to Information and Advice

The Board has access to information within the Group and to the advice and services of the Company Secretaries. Directors may obtain independent professional advice, at the Company's expense, to assist them in discharging their duties, subject to approval by the Chairman or the Board and depending on the quantum of the fees involved.

Board members are provided with all meeting materials, including updates on operational, financial and corporate matters, as well as minutes of meetings of the various Board Committees, at least five (5) business days prior to the meetings. This enables Directors to seek further explanations or clarifications, if necessary, to facilitate effective and informed deliberations at the meetings.

II. BOARD COMPOSITION

Composition and Diversity

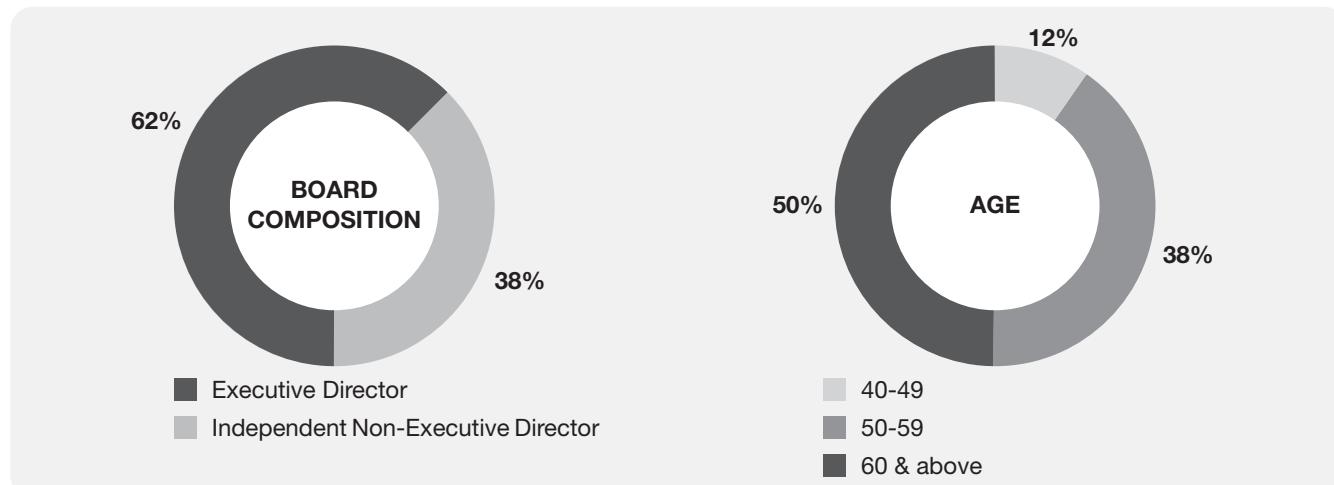
During the financial year under review, the Board consists of eight (8) members, comprising an Executive Chairman, four (4) Executive Directors and three (3) Independent Non-Executive Directors.

This composition complies with Paragraph 15.02(1) of the MMLR of Bursa Securities, which requires that at least two or one-third of the Board members, whichever is the higher, comprise Independent Non-Executive Directors.

The Board has adopted a Diversity Policy in recognition of the importance of diversity in fostering an effective and well-balanced Board. In line with the Corporate Governance Blueprint 2011, the Board aims to increase women's participation to reach 30%. Currently, there is one (1) female Independent Non-Executive Director on the Board. However, the Board believes that achieving the right mix of skills, experience, and expertise is more important than focusing solely on gender representation in order to ensure the Board can effectively discharge its duties and responsibilities.

The Directors, with their diverse backgrounds and specialisations, collectively bring a wide range of experience and expertise in relevant fields that supports the strategic success of the Group. The profile of each Director is presented on pages 4 to 6 of this Annual Report.

The summary of Board composition and age group as at 9 January 2026 is set out below:-



The strength of the Board lies in the composition of its members, who have a wide range of expertise, extensive experience and diverse backgrounds in engineering, business, finance and technical knowledge.

Corporate Governance Overview Statement (Cont'd)

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

II. BOARD COMPOSITION (CONT'D)

Composition and Diversity (Cont'd)

The Board acknowledges that its current composition does not meet the recommendation of Practice 5.2 of the MCGG 2021, which requires at least half of the Board to comprise Independent Directors. However, the NC is of the view that the current Board size and composition are appropriate and effective, taking into account the nature and scope of the Company's operations. The Board is satisfied that there is a sufficient balance of independent and non-independent directors on the Board, ensuring that decisions are thoroughly discussed and considered in the interests of all stakeholders.

The Board has been able to discharge its duties professionally and effectively and uphold good governance in its conduct. The Board will continue to review recommendations and work towards adopting corporate governance best practices. The Board is also satisfied that the current Board composition fairly reflects the interests of the minority shareholders in the Company and provides the appropriate balance and size to govern the Company effectively. Nevertheless, the Board will consider increasing the number of Independent Directors should suitable candidates be identified.

Non-Independent Chairman

The Executive Chairman, although not an independent member of the Board, provides strong leadership and objective judgement with regard to ensuring the adequacy and effectiveness of the Board's governance process. He is a founding member of the Group and has vast knowledge and experience in the industry that we are operating in. He has also been actively engaging with the investing community since the listing of our company. The Board is of the view that the separation of the positions of the Chairman and the Managing Director, together with the independent directors, provides further assurance that there is a balance of power and authority on the Board and effective stewardship of the Company in terms of strategies and business performance.

NC

The role of the NC is to assist the Board in ensuring that the Board comprises individuals with the requisite skills, knowledge, professional expertise and character.

For the financial year ended 30 September 2025, the NC comprises exclusively of three (3) Independent Non-Executive Directors, as follows:-

Name	Designation
Dato' Abu Bakar Bin Mohd Nor	Chairman
Ms Teh Su-Ching	Member
Mr Alvin Vong Chen Weng	Member

The Board does not consider it is necessary to appoint a Senior Independent Director, as all members of the Board are always available and issues are discussed openly during Board meetings.

During the financial year ended 30 September 2025, the NC undertook the following activities in the discharge of its duties:-

- Reviewed and assessed the performance and effectiveness of the Board as a whole and Board Committees;
- Reviewed and assessed the Directors' character, experience, integrity, competency and time commitment;
- Reviewed and assessed the mix of skills and experience of the Board;
- Reviewed and assessed the independence of the Independent Directors of the Company;
- Reviewed the terms of office and performance of the ARMC and each of its members to determine such ARMC and members have carried out their duties in accordance with their Terms of Reference;
- Reviewed and assessed the Directors' training needs;
- Reviewed and recommended to the Board to put forth the proposal for the re-election of directors at the Twenty-First AGM;
- Reviewed and discussed the performance of Executive Directors and Senior Management; and
- Reviewed and discussed the succession planning of the Board and Senior Management in order to ensure that there are appropriate plans in place to fill vacancies and to meet the Group's future needs.

Corporate Governance Overview Statement (Cont'd)

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

II. BOARD COMPOSITION (CONT'D)

Appointment to the Board and Re-election of Directors

The Board delegates to the NC the responsibility of recommending the appointment of new Directors. The NC is responsible for ensuring that the procedure for appointing new Directors is transparent and that appointments are made on merit.

The Board has adopted a Directors' Fit and Proper Policy, which sets out the approach, guidelines and procedures to ensure a formal, rigorous and transparent process is being adhered to for the appointment, re-appointment and re-election of the Directors of the Company. The Directors' Fit and Proper Policy is available on the Company's website at www.notionvtec.com and is reviewed as and when necessary to ensure its continued relevance.

In evaluating the suitability of candidates for the Board, the NC reviews the completed Fit and Proper Self-declaration Form and ensures that the candidates possess the requisite background, skills, professional expertise, experience, track record, character and integrity.

The Company's Constitution provides that at least one-third of the Directors be subject to retirement by rotation at each AGM, and that all Directors retire once every three (3) years and are eligible to offer themselves for re-election. The Constitution also provides that a Director who is appointed during the year be subject to re-election at the next AGM following his/her appointment.

The NC is also responsible for conducting the fit and proper assessments against the Directors who are due for retirement at the AGM. Based on the assessments conducted, the NC and the Board are satisfied with the performance of the following Directors who are subject to retirement pursuant to Clause 95 of the Company's Constitution at the forthcoming AGM:-

- i. Mr Choo Wing Hong
- ii. Mr Choo Wing Onn
- iii. Mr Lee Tian Yoke

All the aforesaid retiring Directors have expressed their intention to seek for re-election at the forthcoming AGM.

The NC had also taken into consideration the outcome of the Directors' self-assessment before making recommendations to the Board for the Directors who would be seeking for re-election at the AGM, and whether the Directors are 'fit and proper' under the Directors' Fit and Proper Policy after receiving the submission from the aforesaid retiring Directors.

The NC took reasonable steps to conduct checks using external information as part of the assessment process on whether the Directors have the (i) Character and Integrity; (ii) Experience and Competence; and (iii) Time Commitment to do the job in accordance with the Directors' Fit and Proper Policy. The fit and proper assessments are supported by the relevant independent sources in relation to the persons being assessed.

The profiles on the Directors who are standing for re-election are provided in the Annual Report to facilitate shareholders in making informed decisions.

Annual Evaluation

The assessment criteria for the Board and Board Committees include an evaluation of the size and composition of the Board and Board Committees, access to information, accountability, processes, the performance of the Board's and Board Committees in discharging their principal responsibilities, communication with Management, as well as the standards of conduct of the Directors and Committee members.

The evaluation process is led by the NC Chairman and supported by the Company Secretary via questionnaire on a yearly basis. The NC reviews the outcomes of the evaluation and makes recommendations to the Board on areas for continuous improvement, which also forms the basis for recommending the retiring Directors for re-election at the AGM.

The NC assessed the effectiveness of the Board, Board Committees and the contribution of each individual Director by identifying the strengths and areas for improvement of the Board. Based on the annual evaluation results for the financial year ended 30 September 2025, the NC is satisfied with the current composition of our Board, concluding that each director possesses the necessary competence to serve and has demonstrated sufficient commitment to our Group.

Corporate Governance Overview Statement (Cont'd)

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

II. BOARD COMPOSITION (CONT'D)

Annual Assessment of Independence

The Board recognises the importance of independence and objectivity in its decision-making process. The presence of the Independent Non-Executive Directors is essential in providing unbiased and impartial opinions, advice and judgement to ensure the interests of the Group, shareholders, employees, customers and other communities where the Group conducts its business are well represented and taken into account.

The Board through the NC, assessed the independence of its Independent Non-Executive Directors based on the criteria set out in the MMLR of Bursa Securities for the financial year ended 30 September 2025.

The current Independent Directors of the Company have fulfilled the criteria for "independence" as prescribed under Paragraph 1.01 and Practice Note 13 of the MMLR of Bursa Securities. The Company has also complied with the requirement of at least one-third of its Board members being Independent Non-Executive Directors.

Tenure of Independent Directors

The Board has not adopted a policy to fix term limits for its Independent Directors and is of the view that independence should not be determined solely or arbitrarily based on their tenure of service.

The Board believes that the Independent Directors' continued contribution, particularly their invaluable knowledge of the Group and its operations over the years, provides stability and benefits to the Board and the Company as a whole.

The ability of an Independent Director to serve effectively is predominantly determined by his or her calibre, qualifications, experience and personal qualities, and more importantly, the Director's integrity and objectivity in discharging responsibilities in the best interests of the Company.

The Board is also confident that the Independent Directors, having provided relevant confirmations on their independence, are able to exercise independent and objective judgement in Board deliberations and decision-making.

Currently, none of the Independent Directors of the Company have served beyond a cumulative term of nine (9) years.

III. REMUNERATION

The RC currently comprises exclusively of three (3) Independent Non-Executive Directors, as follows:-

Name	Designation
Mr Alvin Vong Chen Weng	Chairman
Dato' Abu Bakar Bin Mohd Nor	Member
Ms Teh Su-Ching	Member

The primary role of the RC is to formulate the remuneration policy framework pertaining to remuneration and to recommend the remuneration packages and other terms of employment of the Executive Directors to the Board.

The remuneration of Executive Directors, who are also the top five (5) key management personnel of the Group, is determined at levels which enable the Company to attract and retain Directors with the relevant experience and expertise to effectively manage the Group's businesses. The Executive Directors' remuneration is structured to link rewards to corporate and individual performance. For Non-Executive Directors, the level of remuneration reflects their experience and scope of responsibilities undertaken. In recommending the remuneration packages of the Directors, the Remuneration Committee adheres to the Directors' Remuneration Policy adopted by the Board.

Corporate Governance Overview Statement (Cont'd)

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

III. REMUNERATION (CONT'D)

The remuneration for the Independent Non-Executive Directors is determined by the Board as a whole, with the Director concerned abstaining from deliberations and voting on his or her own remuneration package. The Board recommends that the Directors' fees and benefits payable to Independent Non-Executive Directors for shareholders' approval at the AGM on a yearly basis.

Details of the Directors' remuneration for the financial year ended 30 September 2025 are as follows:-

Name	Salary (RM)	Fee (RM)	Other Emolument (RM)	Defined Contribution Plan (RM)	Share Based Payment (RM)
Mr Thoo Chow Fah	1,133,316	-	265,336	159,614	1,478
Mr Choo Wing Hong	1,355,000	-	251,358	189,152	2,217
Mr Choo Wing Onn	876,000	-	202,223	123,370	1,478
Mr Lee Tian Yoke	876,000	-	204,393	123,370	1,478
Mr Choo Wing Yew	1,022,208	-	224,753	143,962	1,478
Ms Teh Su-Ching	-	108,000	10,000	-	1,848
Dato' Abu Bakar Bin Mohd Nor	-	108,000	9,500	-	-
Mr Alvin Vong Chen Weng	-	108,000	9,500	-	1,848
Total	5,262,524	324,000	1,177,063	739,468	11,825

For the financial year under review, the Directors of the Company do not receive any remuneration from the subsidiaries.

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

I. ARMC

The ARMC comprises three (3) Independent Non-Executive Directors, all of whom are financially literate and possess sufficient understanding of the Group's business. The Chairman of the ARMC is not the Chairman of the Board, which ensures the independence and objectivity of the Board's review of the ARMC findings and recommendations.

The ARMC assesses the performance and independence of the External Auditors and recommends to the Board the re-appointment of the External Auditors on an annual basis, guided by the factors prescribed under Paragraph 15.21 of the MMLR of Bursa Securities.

The ARMC's Terms of Reference set out its rights, duties and responsibilities, as well as the criteria on the composition of the ARMC, including a former key audit partner must observe a cooling-off period of at least three (3) years before being eligible for appointment as a member of the ARMC.

The NC reviews the composition of the ARMC annually and recommends to the Board for approval, ensuring that only Independent Non-Executive Directors who are financially literate and able to understand matters under the purview of the ARMC, including the financial reporting process, are appointed as members of the ARMC. All members of the ARMC undertake continuous professional development to keep themselves abreast of developments in accounting and auditing standards, practices and regulatory requirements.

During the financial year under review, the External Auditors met with the ARMC without the presence of Executive Directors and Management on 9 January 2025 and 21 August 2025. During these meetings, the External Auditors highlighted and discussed the nature and scope of the audit, audit plan, internal control matters and other issues requiring the attention of the ARMC or the Board.

Corporate Governance Overview Statement (Cont'd)

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

I. ARMC (CONT'D)

The Company has adopted an External Auditors Assessment Policy which outlines the guidelines and procedures for the ARMC to review, assess and monitor the performance, suitability and independence of the External Auditors. The ARMC also reviews contracts for the provision of non-audit services by the External Auditors to ensure that such engagements do not give rise to any conflict of interest or impair auditor independence.

For the financial year ended 30 September 2025, the fees paid to the External Auditors, Crowe Malaysia PLT and its affiliated firms, by the Group and the Company are as follows:-

Nature of Services	Group RM'000	Company RM'000
Audit	370	78
Non-Audit	121	23
Total	491	101

II. RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

The Board recognises the importance of maintaining a sound and effective risk management and internal control framework to safeguard shareholders' interests and manage the Group's overall risk exposure.

The Company has adopted Group Risk Management Policies and Procedures which articulate the Group's risk management philosophy, processes and practices for identifying, assessing, communicating and managing material risk across the Group.

The Group has engaged Cirrus Consulting Sdn Bhd to review key risks relating to the strategic, operational, reporting and compliance aspects of the Group to ensure proper management and mitigation of weaknesses.

The internal audit function of the Group is outsourced to Axcelasia Sdn Bhd, which reports directly to the ARMC. The resources and scope of work covered by the internal audit function during the financial year under review, including its observation and recommendations, is provided in the ARMC Report of this Annual Report.

Details of the internal audit function together with the scope of the Group's internal control functions are set out in the Statement on Risk Management and Internal Control and ARMC Report of this Annual Report.

The Board affirms its overall responsibility with established and clear functional responsibilities and accountabilities which are carried out and monitored by the ARMC. The adequacy and effectiveness of the Group's risk management and internal control framework were reviewed by the ARMC during the financial year under review.

Additional information on the Group's risk management and internal control framework is provided in the Statement on Risk Management and Internal Control of this Annual Report.

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

I. COMMUNICATION WITH STAKEHOLDERS

The Company has established a Corporate Disclosure Policy to ensure accurate, clear, timely and high-quality disclosure of material information. To augment the process of disclosure, the Board maintains a dedicated section on the Company's website that provides the salient features of the Board Charter, Terms of Reference of each Board Committee and the Company's Annual Report, as well as the communication channel for any enquiry pertaining to the Group. The Corporate Disclosure Policy is available on the Company's website at www.notionvtec.com.

Corporate Governance Overview Statement (Cont'd)

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

II. CONDUCT OF GENERAL MEETING

The AGM is the principal forum for dialogue and interaction with shareholders. At the AGM, the Board provides opportunities for shareholders to raise questions pertaining to the business activities of the Group. The Executive Chairman, Managing Director, and Chairmen of each Board Committee and when necessary, the external auditors, are available to provide explanations on queries raised by shareholders and proxies during the general meetings. Shareholders who are unable to attend are allowed to appoint proxies to attend and vote on their behalf. The Notice of AGM was circulated more than 28 days before the date of the meeting to enable shareholders to make the necessary arrangements to attend the AGM and go through the Annual Report and papers supporting the resolutions proposed. Such practice is in line with Practice 13.1 of the MCCG 2021.

III. POLL VOTING

The Company has implemented poll voting for all resolutions set out in the notice of the general meetings of the Company to expedite verification and counting of votes. In addition, the Company appointed independent scrutineers to validate the votes cast at the general meetings.

IV. COMMUNICATION AND ENGAGEMENT WITH SHAREHOLDERS AND PROSPECTIVE INVESTORS

The Group recognises the need to inform the shareholders of all significant developments concerning the Group on a timely basis, with strict adherence to the MMLR of Bursa Securities. Shareholders and prospective investors are kept informed of all major developments within the Group by way of announcements through Bursa Securities' website, the Company's Annual Reports, website and other circulars to shareholders with an overview of the Group's financial and operational performance.

FOCUS AREA ON CORPORATE GOVERNANCE

Corporate governance was clearly imperative for the Group against the backdrop of regulatory changes in the domestic corporate governance realm and a relatively challenging economic environment that is characterised by volatile market conditions and commodity prices. Against the aforementioned setting, during the year under review, the Board directed its focus on the core duties of the Board which is grounded on the creation of long-term value for stakeholders and addressing sustainability risks and opportunities for the Group.

The Board will continue to enhance the corporate disclosure requirements in the best interest of the Company's shareholders and stakeholders in the upcoming years. The areas to be prioritised by the Board will be those principles which have not been adopted by the Company as disclosed in the Corporate Governance Report.

This Statement together with the Corporate Governance Report was approved by the Board on 9 January 2026.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

The Board of Directors (“**Board**”) is pleased to present the report of the Audit and Risk Management Committee (“**ARMC**”) for the financial year ended 30 September 2025.

MEMBERSHIP

The members of ARMC are Non-Executive Directors with all of them being Independent Directors, namely:

Designation	Name
Chairperson	Ms Teh Su-Ching (<i>Independent Non-Executive Director</i>)
Members	Dato' Abu Bakar Bin Mohd Nor (<i>Independent Non-Executive Director</i>)
	Mr Alvin Vong Chen Weng (<i>Independent Non-Executive Director</i>)

Ms Teh Su-Ching, who is the Chairperson of the ARMC, is a fellow member of the Association of Chartered Certified Accountants (ACCA), a member of the Institute of Chartered Accountants in England and Wales (ICAEW) and a Chartered Accountant of the Malaysian Institute of Accountants (MIA). Dato' Abu Bakar Bin Mohd Nor is a Chartered Accountant, Institute of Chartered Accountant, England and Wales, whilst Mr Alvin Vong Chen Weng holds a Bachelor Degree of Commerce in Management Accounting, Investment Finance and Information Management.

This statement is made in compliance with Paragraph 15.09 (1)(c)(i) of the Main Market Listing Requirement (“**MMLR**”) of Bursa Malaysia Securities Berhad (“**Bursa Securities**”).

MEETINGS OF THE ARMC

Audit and Risk Management Committee	Number of Meetings Attended
Teh Su-Ching (<i>Chairperson</i>)	5/5
Dato' Abu Bakar Bin Mohd Nor	5/5
Alvin Vong Chen Weng	5/5

The Terms of Reference of the ARMC is made available on the corporate website at www.notionvtec.com.

SUMMARY OF WORK OF ARMC

In discharging its functions and duties in accordance with its Terms of Reference, the ARMC had carried out the following works during the financial year ended 30 September 2025:-

- At their meetings held on 9 January 2025 and 21 August 2025, the ARMC met with the External Auditors in the absence of the Executive Board Members and Management to discuss on any significant audit issues which may have arisen in the course of their audit of the Group.
- The ARMC had ensured that the quarterly financial results of the Group complied with the Malaysian Financial Reporting Standard and Appendix 9B of the MMLR of Bursa Securities. The quarterly financial results for the fourth quarter ended 30 September 2024, first quarter ended 31 December 2024, second quarter ended 31 March 2025 and third quarter ended 30 June 2025 were reviewed by the ARMC at their meetings held on 27 November 2024, 18 February 2025, 26 May 2025 and 21 August 2025 respectively.
- The ARMC received and discussed the Internal Audit Reports containing the audit findings and recommendations made by the Internal Auditors on weaknesses in the systems of internal control and Management responses on those issues. The ARMC monitored the progress on the corrective actions taken by the Management on a quarterly basis until it is satisfied that the weaknesses identified had been adequately addressed.
- The ARMC reviewed the Enterprise Risk Management Report of the Group which was prepared by the outsourced Risk Management Advisers in order to understand the risk profiles and performance of the business units.
- At their meeting held on 21 August 2025, the ARMC met with the Internal Auditors in the absence of the Executive Board Members and Management to discuss on any significant audit issues which may have arisen in the course of their audit of the Group.

Audit And Risk Management Committee Report (Cont'd)

SUMMARY OF WORK OF ARMC (CONT'D)

6. The Related Party Transactions, if any of the Group was reviewed by the ARMC at every quarterly meeting. The ARMC was satisfied that all Related Party Transactions were within arm's length, fair, reasonable and on normal commercial terms and not detrimental to the interest of the minority shareholders.
7. Reviewed any Conflict of Interest situations and Potential Conflict of Interest situations that may arise within the Group on quarterly basis, including any transaction, procedure or course of conduct that raises question of management integrity.
8. At their meetings held on 27 November 2024, the ARMC reviewed and discussed the following, amongst others:-
 - a. Internal Audit Report by the Internal Auditors;
 - b. Internal Audit Planning Memorandum for financial year ended 30 September 2025;
 - c. Quarterly Report in respect of the unaudited results for the fourth quarter ended 30 September 2024;
 - d. Assessment of the performance and independence of the External Auditors for the financial year ended 30 September 2024;
 - e. Assessment on the adequacy of the scope, functions, competency and resources of the internal audit functions for the financial year ended 30 September 2024;
 - f. Related party transactions entered into by the Group;
 - g. Conflict of Interest situations and/or Potential Conflict of Interest situations of Directors and Key Senior Management;
 - h. Registers in relation to the Anti-Bribery and Corruption Policy; and
 - i. Audit Review Memorandum by the External Auditors on the significant audit findings in respect of their audit of the Group for the financial year ended 30 September 2024.
9. At their meeting held on 9 January 2025, the ARMC reviewed and discussed the following:-
 - a. Audit Review Memorandum for the financial year ended 30 September 2024 by the External Auditors;
 - b. Audited Financial Statements of the Company and the Group for the financial year ended 30 September 2024 and the Directors' and Auditors' Report;
 - c. Met with External Auditors without presence of the Executive Board Members and Management of the Company;
 - d. Reports and Statements for inclusion in the 2024 Annual Report, i.e. ARMC Report, Statement on Risk Management and Internal Control, Corporate Governance Overview Statement and Corporate Governance Report;
 - e. Fee for audit and non-audit services performed by the External Auditors for the financial year ended 30 September 2024;
 - f. Proposed re-appointment of Crowe Malaysia PLT as External Auditors for the financial year ended 30 September 2025 to the Board of Directors and subsequently to obtain the shareholders' approval; and
 - g. Allocation of Employees' Share Option Scheme for the financial year ended 30 September 2024.
10. At their meeting held on 18 February 2025, the ARMC reviewed and discussed the following:-
 - a. Enterprise Risk Management Report by the Risk Management Advisor;
 - b. Internal Audit Reports by the Internal Auditors;
 - c. Quarterly Report in respect of the unaudited results for the first quarter ended 31 December 2024;
 - d. Related party transactions entered into by the Group
 - e. Conflict of Interest situations and/or Potential Conflict of Interest situations of Directors and Key Senior Management; and
 - f. Registers in relation to the Anti-Bribery and Corruption Policy.

Audit And Risk Management Committee Report (Cont'd)

SUMMARY OF WORK OF ARMC (CONT'D)

11. At their meeting held on 26 May 2025, the ARMC reviewed and discussed the following:-
 - a. Internal Audit Reports by the Internal Auditors;
 - b. Quarterly Report in respect of the unaudited results for the second quarter ended 31 March 2025;
 - c. Related party transactions entered into by the Group;
 - d. Conflict of Interest situations and/or Potential Conflict of Interest situations of Directors and Key Senior Management; and
 - e. Registers in relation to the Anti-Bribery and Corruption Policy.
12. At their meeting held on 21 August 2025, the ARMC reviewed and discussed the following:-
 - a. Enterprise Risk Management Report and Corruption Risk Management Report by the Risk Management Advisor;
 - b. Internal Audit Reports by the Internal Auditors;
 - c. Met with Internal Auditors without presence of the Executive Board Members and Management of the Company;
 - d. Audit Planning Memorandum by the External Auditors for the financial year ended 30 September 2025;
 - e. Met with External Auditors without presence of the Executive Board Members and Management of the Company;
 - f. Quarterly Report in respect of the unaudited results for the third quarter ended 30 June 2025;
 - g. Related party transactions entered into by the Group;
 - h. Conflict of Interest situations and/or Potential Conflict of Interest situations of Directors and Key Senior Management; and
 - i. Registers in relation to the Anti-Bribery and Corruption Policy.

INTERNAL AUDIT FUNCTION

The Group's internal audit function is carried out by an independent external firm of professional internal auditors, Axcelasia Sdn Bhd, headed by its Executive Director/Chief Operating Officer, Mr David Low Tak Wei, who is a Certified Internal Auditor and a professional member of the Institute of Internal Auditors Malaysia, which reports directly to the ARMC on its activities based on the approved annual Risk-based Internal Audit Plan. The approved annual Risk-based Internal Audit Plan is designed to cover key risk functions and processes of the Group.

The principal role of the Internal Auditor is to provide the ARMC with reports on the state of internal controls of the operating entities within the Group and the extent of compliance of such entities within the Group's established policies and procedures.

The objective of internal audit is to assist the ARMC by independently evaluating and improving the effectiveness of the system of internal controls.

The main audit assignments were:

- Foreign Workers Management of Notion Venture Sdn Bhd;
- Supply Chain Management & Contract Management of Notion International (M) Sdn Bhd;
- Repair and Maintenance and Capacity Management (Plant and Machinery) of Notion (Thailand) Co., Ltd; and
- Management Information System of Notion Venture Sdn Bhd

Further details of the activities of internal audit function are set out in the Statement on Risk Management and Internal Control.

The cost incurred for the internal audit function of the Group for the financial year ended 30 September 2025 was RM85,000.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

INTRODUCTION

The Board is committed to maintaining a sound system of risk management and internal control within the Group in order to safeguard shareholders' investments and the Group's assets.

Pursuant to Paragraph 15.26(b) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, the Board is pleased to provide this Statement on Risk Management and Internal Control which is prepared in accordance with the guidelines set out in the Institute of Internal Auditors Malaysia's Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers ("SORMIC Guide 2025").

RESPONSIBILITY OF THE BOARD

The Board affirms its overall responsibility for maintaining a sound system of risk management and internal control and for reviewing their adequacy and integrity so as to safeguard all its stakeholders' interests and to protect the Group's assets. These systems cover *inter alia*, financial, operational, environmental and compliance system controls and risk management.

However, in view of the limitations that are inherent in any system of risk management and internal control, the system is designed to manage rather than to totally eliminate the risk of failure to achieve the Group's business activities.

Accordingly, the system of risk management and internal controls can only provide reasonable but not absolute assurance against material misstatements of losses and fraud.

The Board is pleased to disclose that there is an on-going systematic process in place for identifying, evaluating and managing the various diverse risks faced by the Group throughout the financial year under review. This process includes enhancing and regularly reviewing the system of risk management and internal control as and when there are changes to the business environment or regulatory guidelines.

The Board has received assurance from the Managing Director and Executive Director in charge of Finance that the Group's risk management and internal control systems operate adequately and effectively in all material aspects.

RISK MANAGEMENT FRAMEWORK

The Board acknowledges that the management of principal risks plays an important and integral part in achieving the Group's corporate objectives. The Group has an ongoing process for identifying, evaluating and managing the significant risks it faces. The Board is also assisted by the Audit and Risk Management Committee ("ARMC") in the oversight of the risk management process of the Group. This is to ensure that all potential risks are adequately addressed at various levels within the Group including but not limited to the effects of natural disasters, rioting by workers, fire, acts of sabotage and other debilitating incidents.

The Board has established the Group's risk appetite, which defines the level and type of risk the Group is willing to accept in pursuit of its objectives. The risk appetite is applied across key risk categories, including strategic, operational, financial, compliance and sustainability-related risk and serves as a guide for management decision-making.

The Board believes that a sound system of risk management and internal control is built on a clear understanding and appreciation of the Group's Risk Management Framework with the following key elements:

- Risk management is embedded in the Group's management and operational framework, and the employees are exposed to and subjected to trainings on the Group's policies and procedures;
- Risk management processes applied should aim to take advantage of opportunities, manage uncertainties and minimise threats; and
- Regular reporting and monitoring activities emphasise accountability and responsibility for managing risks.

The Board appointed Cirrus Consulting Sdn Bhd, an independent firm to assist the Management in further enhancing the Group's Risk Management Framework.

The Group's risk management and internal control system encompasses, amongst others, the following:

- ISO 9001:2015 Quality Management Systems has been implemented for Notion Venture Sdn Bhd, a wholly owned subsidiary of the Company, where documented internal procedures and standard operating procedures have been put in place. Internal quality audits are carried out by Management and annual surveillance audits are conducted by an independent certification body to provide a high assurance of compliance;
- A strategic planning and an annual budgeting process have been established and monitored on a regular basis;

Statement on Risk Management and Internal Control (Cont'd)

RISK MANAGEMENT FRAMEWORK (CONT'D)

The Group's risk management and internal control system encompasses, amongst others, the following: (Cont'd)

- An organisational structure with defined responsibilities and delegation of authorities for committees of the Board and the management committee;
- Companies' policies and procedures, which set out guidelines and the expected standards for the Group's operations, are under regular review and update so as to maintain its effectiveness at all times;
- Operational review meetings are held and attended by the executive directors and the department heads to assess the performance of the Group's operations; and
- Regular production meetings which involved senior production management and related units to promptly address any production problems faced.

INTERNAL AUDIT FUNCTION

The internal audit function has the primary objective of carrying out reviews of the internal control systems to determine if the internal control procedures have been complied with as well as to make recommendations to strengthen the system so as to foster a strong management control environment.

The Board is fully aware of the importance of the internal audit function and has outsourced this function to an independent professional firm, namely Axcelasia Sdn Bhd, to provide independent assurance the Board requires on the effectiveness and efficiency of the Group's system of risk management and internal control.

The outsourced Internal Auditors adopt a risk-based approach and prepare their audit strategy and plan based on the risk profiles from the risk assessment of the business units of the Group. Scheduled internal audits are carried out based on the annual audit plan approved by the ARMC.

On a quarterly basis, the outsourced Internal Auditors present the ARMC with the internal audit reports which summarise the audit approach, scope, key risks, significant audit findings, the overall opinion for the internal control review, Management's comments on the audit findings and recommendations.

During the financial year under review, there were some weaknesses detected in certain divisions. The Management has subsequently addressed some of the issues and the others are being attended to for which a follow-up on the findings will be conducted.

The cost of internal audit function for the financial year ended 30 September 2025 was RM85,000.

REVIEW OF THIS STATEMENT BY EXTERNAL AUDITORS

The External Auditors have reviewed this Statement on Risk Management and Internal Control for inclusion in the Annual Report of the Group for the financial year ended 30 September 2025 and reported to the Board that nothing has come to their attention that causes them to believe that the Statement on Risk Management and Internal Control intended to be included in the Annual Report is not prepared, in all material respects, in accordance with the disclosures required by the SORMIC Guide 2025, nor is this statement factually inaccurate.

STATE OF RISK MANAGEMENT AND INTERNAL CONTROL

The system of risk management and internal control has operated adequately for the financial year ended 30 September 2025 and up to the date of issuance of the financial statements.

Although there were certain weaknesses detected during the process of internal audit function, the Management is committed to rectify these weaknesses and follow-up reviews will be constantly performed.

The Board is committed to operating a sound system and will strive for continuous improvement where necessary, to further enhance the said system.

The Board is satisfied with the adequacy, effectiveness and integrity of the Group's system of risk management and internal control.



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DIRECTORS' REPORT

The directors hereby submit their report and the audited financial statements of the Group and the Company for the financial year ended 30 September 2025. All values shown in this report are rounded to the nearest thousand ("RM'000") except where otherwise indicated.

PRINCIPAL ACTIVITIES

The principal activities of the Company are those of investment holding and providing management services to its subsidiaries.

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

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

RESULTS

	Group RM'000	Company RM'000
Profit/(Loss) for the financial year attributable to:-		
- Owners of the Company	17,109	(4,228)
- Non-controlling interest	261	-
	<hr/>	<hr/>
	17,370	(4,228)

DIVIDENDS

The Company paid a second interim single-tier dividend of 1 sen per ordinary share amounting to approximately RM5,252,000 for the financial year ended 30 September 2024 on 15 January 2025.

The directors do not recommend the payment of any further dividends for the financial year.

RESERVES AND PROVISIONS

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

ISSUES OF SHARES AND DEBENTURES

During the financial year, the Company increased its issued and paid-up share capital from RM218,474,660 to RM219,410,760 by way of:-

(i) issuance of 510,830 new ordinary shares pursuant to the Employee Share Option Scheme ("ESOS") as follows; and

Number of shares	Exercise Price RM	Cash Consideration RM
32,640	0.53	17,299
468,190	0.29	135,775
10,000	0.68	6,800
<hr/>		<hr/>
510,830		159,874

Directors' Report (Cont'd)

ISSUES OF SHARES AND DEBENTURES (CONT'D)

- (ii) issuance of 30,680 new ordinary shares at an exercise price of RM0.445 per ordinary share pursuant to the exercise of Warrants 2024/2029 ("Warrants-D").
- (iii) issuance of 585,000 new ordinary shares pursuant to Executive Share Grant Scheme ("ESGS") at an exercise price of RM1.17 per ordinary share.

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

The Company did not issue any debentures during the financial year.

SHARE OPTIONS

The shareholders of the Company, by a resolution passed at the Extraordinary General Meeting held on 23 February 2017, approved the Long Term Incentive Plan comprising Employee Share Option Scheme ("ESOS") and Executive Share Grant Scheme ("ESGS"). Both became effective on 24 February 2017. The Board has subsequently approved for an extension of the Long Term Incentive Plan for another five (5) years commencing 24 February 2022.

The movements in the number of options during the financial year are as follows:-

	Number of Options Over Ordinary Shares	Weighted Average Exercise Price RM	Weighted Average Share Price RM	Weighted Average Remaining Contractual Life
ESOS				
Outstanding at 1 October 2024	11,043,900			
Granted	25,000,000			
Exercised	(510,830)			
Outstanding at 30 September 2025	35,533,070	0.68	0.83	1.4 Years
Exercisable at 30 September 2025	<u>35,060,370</u>			

WARRANTS

On 8 May 2024, the Company issued 51,608,580 free Warrants-D on the basis of 1 warrant for every 10 existing ordinary shares held by shareholders of the Company.

The salient features of Warrants-D are as follows:-

- (i) The warrants may be exercised at any time after the date of issue of the warrants until the expiry date which is the date occurring on the fifth (5th) anniversary of the issue of the warrants.
- (ii) Subject to adjustments, in accordance with the Deed Poll, during the exercise period each warrant entitles its registered holder to subscribe for one (1) new ordinary share at an exercise price of RM0.445 at any time from the date of issue up to the expiry date.

During the financial year, 30,680 of the Warrants-D were converted to 30,680 ordinary shares. The number of outstanding Warrants-D as at 30 September 2025 was 51,226,516.

Directors' Report (Cont'd)

BAD AND DOUBTFUL DEBTS

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

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

CURRENT ASSETS

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

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

VALUATION METHODS

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

CONTINGENT AND OTHER LIABILITIES

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

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

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

CHANGE OF CIRCUMSTANCES

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

ITEMS OF AN UNUSUAL NATURE

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

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

Directors' Report (Cont'd)

DIRECTORS

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

Thoo Chow Fah
 Choo Wing Hong
 Choo Wing Onn
 Choo Wing Yew
 Lee Tian Yoke
 Dato' Abu Bakar Bin Mohd Nor
 Teh Su-Ching
 Alvin Vong Chen Weng

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

Yin Ying
 Liu Yang (Appointed on 14.1.2025)

DIRECTORS' INTERESTS

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

Name of Director	At 1.10.2024	Number of Ordinary Shares		At 30.9.2025
		Bought	Disposed/ Transferred	
Thoo Chow Fah				
- Direct	19,871,301	-	-	19,871,301
- Indirect *	1,582,962	-	-	1,582,962
Choo Wing Hong				
- Direct	35,892,939	-	-	35,892,939
Choo Wing Onn				
- Direct	34,137,766	-	(3,400,000)	30,737,766
Choo Wing Yew				
- Direct	7,899,887	400,000	-	8,299,887
Lee Tian Yoke				
- Direct	18,279,346	-	(3,000,000)	15,279,346
Dato' Abu Bakar Bin Mohd Nor				
- Direct	41,689	-	-	41,689
Teh Su-Ching				
- Direct	5,000	-	-	5,000
Alvin Vong Chen Weng				
- Direct	50	-	-	50

* Deemed interested through spouse's shareholdings in the Company.

Directors' Report (Cont'd)

DIRECTORS' INTERESTS (CONT'D)

According to the register of directors' shareholdings, the interests of directors holding office at the end of the financial year in shares, and options over unissued shares of the Company during the financial year are as follows:- (Cont'd)

Name of Director	At 1.10.2024	Number of Share Options		At 30.9.2025
		Granted	Exercised	
Thoo Chow Fah	2,100,000	600,000	-	2,700,000
Choo Wing Hong	1,800,000	900,000	-	2,700,000
Choo Wing Onn	600,000	600,000	-	1,200,000
Choo Wing Yew	2,400,000	600,000	(300,000)	2,700,000
Lee Tian Yoke	-	600,000	-	600,000
Dato' Abu Bakar Bin Mohd Nor	750,000	-	-	750,000
Teh Su-Ching	-	750,000	-	750,000
Alvin Vong Chen Weng	-	750,000	-	750,000

Name of Director	At 1.10.2024	Number of Warrants-D		At 30.9.2025
		Granted	Disposed	
Thoo Chow Fah	158,296	-	(158,296)	-
- Indirect *				
Choo Wing Yew	869,988	-	(794,988)	75,000
- Direct				
Dato' Abu Bakar Bin Mohd Nor	4,168	-	-	4,168
- Direct				
Teh Su-Ching	500	-	-	500
- Direct				
Alvin Vong Chen Weng	5	-	-	5
- Direct				

* Deemed interested through spouse's shareholdings in the Company.

Other than disclosed above, none of the other directors in office at the end of the financial year had interests in shares, share options and Warrants-D in the Company or its related corporation during the financial year.

DIRECTORS' BENEFITS

Since the end of the previous financial year, no director has received or become entitled to receive any benefit (other than directors' remuneration as disclosed in the "Directors' Remuneration" section of this report) by reason of a contract made by the Company or a related corporation with the director or with a firm of which the director is a member, or with a company in which the director has a substantial financial interest except for any benefits which may be deemed to arise from the following transactions:-

	Group RM'000	Company RM'000
Management fees charged to subsidiaries	-	7,176
Rental expense charged by a director	60	-

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

Directors' Report (Cont'd)

DIRECTORS' REMUNERATION

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

	From the Company RM'000
Fees	324
Salaries, bonuses and other benefits	6,440
Contributions to defined contribution benefits	739
Share-based payments	12
	<hr/>
	7,515

INDEMNITY AND INSURANCE FOR DIRECTORS AND OFFICERS

During the financial year, the amount of indemnity coverage for the directors and officers of the Company was RM5,000,000.

SUBSIDIARIES

(a) The details of the subsidiaries are as follows:-

Name of Subsidiary	Principal Place of Business and Country of Incorporation	Percentage of Issued Share Capital Held by Parent		Principal Activities
		2025	2024	
Notion Venture Sdn. Bhd.	Malaysia	100	100	Design and volume production of high precision metal machining of hard disk drive, computer, consumer electronic and electrical and automotive industries' components and its related research and development activities; and manufacturing of the personal protective equipment and medical related materials, components, devices or products and other related activities.
Notion International (M) Sdn. Bhd.	Malaysia	100	100	Manufacturing of high precision components; production, sales and marketing of personal protective equipment and medical related components, devices and products; and plastic injection moulding and sub-assembly.
Notion (Thailand) Co. Ltd	Thailand	100	100	Design and manufacture of precision components.
Kaiten Precision (M) Sdn. Bhd.	Malaysia	100	100	Design and development leading to the mass production of high precision micro parts and related research and development activities.
Novid PPE Sdn. Bhd.	Malaysia	100	100	Production, sales and marketing of personal protective equipment and medical related components, devices and products. (Ceased operations during the financial year)

Directors' Report (Cont'd)

SUBSIDIARIES (CONT'D)

(a) The details of the subsidiaries are as follows:- (Cont'd)

Name of Subsidiary	Principal Place of Business and Country of Incorporation	Percentage of Issued Share Capital Held by Parent		Principal Activities
		2025	2024	
Intech Precision Sdn. Bhd.	Malaysia	100	100	Inactive.
NV Technology Sdn. Bhd.	Malaysia	100	100	Inactive.
Diaphragm Tech Sdn. Bhd.	Malaysia	100	100	Inactive.
Swiss Impression Sdn. Bhd.	Malaysia	100	100	Inactive.
Notion Venture (Hong Kong) Limited	Hong Kong	100	100	Inactive.
Bentong Resources Sdn. Bhd.	Malaysia	100	100	Property investment and agricultural business including farming, harvesting and marketing of agricultural commodities.
Notion Industrial Technology (Shenzhen) Limited	China	51	51	Trading of household appliances.
<u>Subsidiary of Notion Venture Sdn. Bhd.</u>				
Autic Mekki Sdn. Bhd.	Malaysia	100	100	Provision of surface treatment, electrolysis nickel plating, chrome plating, electroplating and anodizing metal or other similar materials.
<u>Subsidiary of Notion Industrial Technology (Shenzhen) Limited</u>				
Notion Industrial Technology (Dongguan) Limited ^(a)	China	-	48	Inactive.
<u>Subsidiary of Notion International (M) Sdn. Bhd.</u>				
Notion Precision Technology (Dongguan) Co. Ltd.	China	100	-	Research and development of metal products; provision of technical services, technical development, technical consulting, technical exchange, technical transfer and technical promotion; manufacturing and wholesale of hardware products; manufacturing and wholesale mould; manufacturing of general equipment (excluding special equipment); sales of machinery and equipment; import and export of goods and technology.

^(a) struck off during the financial year.

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

Directors' Report (Cont'd)

SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR

- (i) On 14 January 2025, Notion International (M) Sdn. Bhd. incorporated a wholly owned subsidiary, Notion Precision Technology (Dongguan) Co. Ltd in China.
- (ii) Notion Industrial Technology (Dongguan) Limited ("NITD"), an indirect owned dormant subsidiary of the Company duly incorporated in China, had submitted an application for striking off to the State Administration for Market Regulation ("SAMR"), China. NITD had been successfully struck off from the Register of Companies in China pursuant to the notice dated 29 May 2025 issued by SAMR.
- (iii) On 6 February 2025, the Group entered into a Sale and Purchase Agreement with a third party to acquire a piece of freehold land for a total purchase consideration of RM29,620,800. The acquisition was completed on 15 May 2025.

AUDITORS

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

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

	Group RM'000	Company RM'000
Audit fees:		
- Crowe Malaysia PLT	370	78
Non-audit fees:		
- Crowe Malaysia PLT	13	13
- Member firms of Crowe Malaysia PLT	108	10
	<hr/> 491	<hr/> 101

**SIGNED IN ACCORDANCE WITH A RESOLUTION OF THE DIRECTORS
DATED 13 JANUARY 2026**

Thoo Chow Fah

Choo Wing Hong

STATEMENT BY DIRECTORS

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

We, Thoo Chow Fah and Choo Wing Hong, being two of the directors of Notion VTec Berhad, state that, in the opinion of the directors, the financial statements set out on pages 89 to 137 are drawn up in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as of 30 September 2025 and of their financial performance and cash flows for the financial year ended on that date.

SIGNED IN ACCORDANCE WITH A RESOLUTION OF THE DIRECTORS
DATED 13 JANUARY 2026

Thoo Chow Fah

Choo Wing Hong

STATUTORY DECLARATION

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

I, Choo Wing Yew (MIA Membership Number.: 10180), being the director primarily responsible for the financial management of Notion VTec Berhad, do solemnly and sincerely declare that the financial statements set out on pages 89 to 137 are, to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the declaration to be true, and by virtue of the Statutory Declarations Act 1960.

Subscribed and solemnly declared by
 the abovementioned Choo Wing Yew
 at Klang in the State of Selangor Darul Ehsan
 on this 13 January 2026

Choo Wing Yew

Before me

Lee Pei Nam
 No: B 186
 Commissioner for Oaths

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF NOTION VTEC BERHAD

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Notion VTec Berhad, which comprise the statements of financial position of the Group and of the Company as at 30 September 2025, and the statements of profit or loss and other comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 89 to 137.

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 30 September 2025, and of their financial performance and their cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

Basis for Opinion

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing. Our responsibilities under those standards are further described in the *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 our audit addressed the key audit matters
<u>Valuation of inventories (Refer to Notes 3 and 8 to the financial statements)</u> The Group carries significant inventories. Management periodically reviews the inventories for potential write-downs by considering their aging profile, estimation of market price fluctuations and net realisable value. These reviews involve judgements and estimation uncertainty in forming expectations about future assumptions, sales and demands.	Our audit procedures included, amongst others: <ul style="list-style-type: none"> Obtaining an understanding of: <ul style="list-style-type: none"> the Group's inventory management process; how the Group identifies and assesses inventories write-downs; and how the Group ascertains the accounting estimates for inventories write down. Observing year end physical inventory count to examine physical existence and condition of the inventories. Reviewing certain ageing analysis of inventories and testing the reliability thereof. Examining the perpetual records for inventories movements and to identify slow moving items. Making inquiries of management regarding the action plans to clear slow moving and obsolete inventories. Reviewing net realisable value of certain inventories. Evaluating the reasonableness and adequacy of inventories written down and written off.

Independent Auditors' Report (Cont'd)

To The Members Of Notion VTec Berhad

Key Audit Matters (Cont'd)

Key audit matters	How our audit addressed the key audit matters
<p><u>Impairment of trade receivables (Refer to Notes 3 and 9 to the financial statements)</u></p> <p>The Group carries significant trade receivables. The Group assessed the loss allowance for expected credit losses through detailed analysis by taking into account the customer's ageing profile, credit history, historical payment pattern and the forward-looking information. These assessments involved judgements and estimation uncertainty in forming expectations about future assumptions.</p>	<p>Our audit procedures included, amongst others:</p> <ul style="list-style-type: none"> Reviewing the ageing analysis of trade receivables and testing the reliability thereof. Reviewing subsequent cash collections for major trade receivables and overdue amounts. Testing the adequacy of the Group's allowance for impairment losses on trade receivables by assessing management's policy. Reviewing the adequacy of the Group's disclosure in this area.

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

Information Other than the Financial Statements and Auditors' Report Thereon

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

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

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

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

Responsibilities of the Directors for the Financial Statements

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

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

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.

Independent Auditors' Report (Cont'd)

To The Members Of Notion VTec Berhad

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

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

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

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

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

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

Report on Other Legal and Regulatory Requirements

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors, are disclosed in Note 6 to the financial statements.

Other Matters

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

Crowe Malaysia PLT
20190600005 (LLP0018817-LCA) & AF 1018
Chartered Accountants

Shah Alam
13 January 2026

Cheah Siong Hon
03538/11/2026 J
Chartered Accountant

STATEMENTS OF FINANCIAL POSITION

AS AT 30 SEPTEMBER 2025

	Note	Group		Company		
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000	
ASSETS						
NON-CURRENT ASSETS						
Property, plant and equipment	4	321,685	282,435	573	728	
Right-of-use assets	5	8,507	924	-	-	
Investments in subsidiaries	6	-	-	90,511	88,879	
Other investment	7	2,237	-	2,237	-	
		332,429	283,359	93,321	89,607	
CURRENT ASSETS						
Inventories	8	67,482	64,702	-	-	
Receivables	9	143,521	161,015	89,144	106,109	
Prepayments		4,521	4,278	-	-	
Current tax assets		1,530	3,239	35	-	
Cash and cash equivalents	10	59,779	62,473	10,256	11,164	
		276,833	295,707	99,435	117,273	
TOTAL ASSETS		609,262	579,066	192,756	206,880	
EQUITY AND LIABILITIES						
EQUITY						
Share capital	11	219,411	218,475	219,411	218,475	
Share option reserve		2,805	2,821	2,805	2,821	
Currency translation reserve		1,315	1,188	-	-	
Capital reserve		4,800	4,800	-	-	
Retained profits/(Accumulated losses)		205,571	193,714	(36,462)	(26,982)	
Equity attributable to owners of the Company		433,902	420,998	185,754	194,314	
Non-controlling interest		870	612	-	-	
TOTAL EQUITY		434,772	421,610	185,754	194,314	
NON-CURRENT LIABILITIES						
Loans and borrowings	12	40,126	11,059	-	-	
Lease liabilities	13	6,628	362	-	-	
Retirement benefits	14	1,307	725	-	-	
Deferred tax liabilities	15	15,875	16,545	7	7	
Deferred income on government grants	16	4,646	5,093	-	-	
		68,582	33,784	7	7	
CURRENT LIABILITIES						
Loans and borrowings	12	19,791	17,347	-	-	
Lease liabilities	13	2,007	604	-	-	
Payables	17	81,800	100,813	6,995	12,558	
Current tax liabilities		2,310	4,908	-	1	
		105,908	123,672	6,995	12,559	
TOTAL LIABILITIES		174,490	157,456	7,002	12,566	
TOTAL EQUITY AND LIABILITIES		609,262	579,066	192,756	206,880	

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

**STATEMENTS OF PROFIT OR LOSS
AND OTHER COMPREHENSIVE INCOME**
FOR THE FINANCIAL YEAR ENDED 30 SEPTEMBER 2025

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Revenue	18	487,601	487,963	7,176	14,876
Cost of sales		(417,851)	(378,926)	-	-
Gross profit		69,750	109,037	7,176	14,876
Other income		15,592	7,169	64	5,065
		85,342	116,206	7,240	19,941
Marketing and distribution expenses		(7,364)	(6,862)	-	-
Administrative and other operating expenses		(45,892)	(48,743)	(11,373)	(9,280)
Finance costs		(2,832)	(2,183)	(3)	(3)
Net impairment losses on financial assets		(3,651)	(1,411)	-	-
Profit/(Loss) before taxation	19	25,603	57,007	(4,136)	10,658
Income tax expense	21	(8,233)	(14,066)	(92)	(99)
Profit/(Loss) after taxation		17,370	42,941	(4,228)	10,559
Other comprehensive Income/(expense):-					
<i>Item that will be reclassified subsequently to profit or loss:-</i>					
Foreign currency translation differences		124	(2,677)	-	-
Total other comprehensive income/(expense)		124	(2,677)	-	-
Total comprehensive income/(expense) for the financial year		17,494	40,264	(4,228)	10,559
Profit/(Loss) after taxation attributable to:-					
Owners of the Company		17,109	42,749	(4,228)	10,559
Non-controlling interest		261	192	-	-
		17,370	42,941	(4,228)	10,559
Total comprehensive income/(expense) attributable to:-					
Owners of the Company		17,236	40,069	(4,228)	10,559
Non-controlling interest		258	195	-	-
		17,494	40,264	(4,228)	10,559
Earnings per share:	22				
- Basic (sen)		3.25	8.25		
- Diluted (sen)		3.12	8.14		

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

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 30 SEPTEMBER 2025

Group	Non-distributable			Distributable		Attributable to Owners of the Company RM'000	Non- controlling Interest RM'000	Total Equity RM'000
	Share Capital RM'000	Share Option Reserve RM'000	Currency Translation Reserve RM'000	Capital Reserve RM'000	Retained Profits RM'000			
Balance at 1 October 2023	211,228	4,949	3,868	4,800	156,175	381,020	-	381,020
Foreign currency translation differences	-	-	(2,680)	-	-	(2,680)	3	(2,677)
Total other comprehensive (expense)/income for the financial year	-	-	(2,680)	-	-	(2,680)	3	(2,677)
Profit for the financial year	-	-	-	-	42,749	42,749	192	42,941
Total comprehensive (expense)/income for the financial year	-	-	(2,680)	-	42,749	40,069	195	40,264
Acquisition of a subsidiary	-	-	-	-	-	-	417	417
Issuance of shares pursuant to ESOS	7,091	(2,128)	-	-	-	4,963	-	4,963
Issuance of shares pursuant to Warrants	156	-	-	-	-	156	-	156
Dividends (Note 23)	-	-	-	-	(5,210)	(5,210)	-	(5,210)
Total transactions with owners	7,247	(2,128)	-	-	(5,210)	(91)	417	326
Balance at 30 September 2024/ 1 October 2024	218,475	2,821	1,188	4,800	193,714	420,998	612	421,610
Foreign currency translation differences	-	-	127	-	-	127	(3)	124
Total other comprehensive income/(expense) for the financial year	-	-	127	-	-	127	(3)	124
Profit for the financial year	-	-	-	-	17,109	17,109	261	17,370
Total comprehensive income for the financial year	-	-	127	-	17,109	17,236	258	17,494
Share-based payments	-	62	-	-	-	62	-	62
Issuance of shares pursuant to ESGS	684	-	-	-	-	684	-	684
Issuance of shares pursuant to ESOS	238	(78)	-	-	-	160	-	160
Issuance of shares pursuant to Warrants	14	-	-	-	-	14	-	14
Dividends (Note 23)	-	-	-	-	(5,252)	(5,252)	-	(5,252)
Total transactions with owners	936	(16)	-	-	(5,252)	(4,332)	-	(4,332)
Balance at 30 September 2025	219,411	2,805	1,315	4,800	205,571	433,902	870	434,772

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

Statements of Changes In Equity (Cont'd)

For the Financial Year Ended 30 September 2025

Company	Non-distributable		Distributable		Total Equity RM'000
	Share Capital RM'000	Share Option Reserve RM'000	Accumulated Losses RM'000		
Balance at 1 October 2023	211,228	4,949	(32,331)	183,846	
Profit for the financial year (representing total comprehensive income)	-	-	10,559	10,559	
Issuance of shares pursuant to ESOS	7,091	(2,128)	-	4,963	
Issuance of shares pursuant to Warrants	156	-	-	156	
Dividends (Note 23)	-	-	(5,210)	(5,210)	
Total transaction with owners	7,247	(2,128)	(5,210)	(91)	
Balance at 30 September 2024/1 October 2024	218,475	2,821	(26,982)	194,314	
Loss for the financial year (representing total comprehensive expense)	-	-	(4,228)	(4,228)	
Share-based payments	-	62	-	62	
Issuance of shares pursuant to ESGS	684	-	-	684	
Issuance of shares pursuant to ESOS	238	(78)	-	160	
Issuance of shares pursuant to Warrants	14	-	-	14	
Dividends (Note 23)	-	-	(5,252)	(5,252)	
Total transaction with owners	936	(16)	(5,252)	(4,332)	
Balance at 30 September 2025	219,411	2,805	(36,462)	185,754	

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 30 SEPTEMBER 2025

	Note	Group		Company		
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000	
CASH FLOWS FROM/(FOR)						
OPERATING ACTIVITIES						
Profit/(Loss) before taxation		25,603	57,007	(4,136)	10,658	
Adjustments for:-						
Amortisation of deferred income						
on government grants		(447)	(446)	-	-	
Bad debts recovered		-	(65)	-	-	
Bad debts written off		-	2	-	-	
Bargain purchase from acquisition of a subsidiary		-	(100)	-	-	
Increase/(Decrease) in liabilities for						
retirement benefits		564	(49)	-	-	
Depreciation of property, plant and equipment		24,177	23,247	161	79	
Depreciation of right-of-use assets		1,703	1,154	-	-	
Dividend income		-	-	-	(7,700)	
Fair value loss on other investment		764	-	764	-	
Gain on lease derecognition		(24)	-	-	-	
Gain on lease modifications		-	(212)	-	-	
Impairment loss on trade receivables		3,651	1,770	-	-	
Interest expense		2,489	1,980	-	-	
Interest income		(669)	(433)	(64)	(65)	
Inventories written down		725	4,344	-	-	
Inventories written off		-	509	-	-	
Loss on disposal of plant and equipment		17	331	-	-	
Plant and equipment written off		61	352	-	-	
Reversal of impairment loss on						
investments in subsidiaries		-	-	-	(5,000)	
Reversal of impairment loss on plant and equipment		-	(2,659)	-	-	
Reversal of impairment loss on trade receivables		-	(359)	-	-	
Reversal of inventories written down		(1,680)	(297)	-	-	
Share-based payments		746	-	14	-	
Unrealised (gain)/loss on foreign exchange		(8,989)	11,022	-	-	
OPERATING PROFIT/(LOSS) BEFORE						
WORKING CAPITAL CHANGES						
Changes in:-						
Inventories		(1,825)	(15,909)	-	-	
Receivables and prepayments		24,667	(46,530)	-	-	
Payables		(21,636)	17,153	124	(139)	
CASH FROM/(FOR) OPERATIONS						
Payment for retirement benefits		-	(46)	-	-	
Interest expense paid		(2,489)	(1,980)	-	-	
Income tax paid		(9,792)	(4,525)	(128)	(103)	
NET CASH FROM/(FOR) OPERATING ACTIVITIES		37,616	45,261	(3,265)	(2,270)	

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

Statements of Cash Flows (Cont'd)

For the Financial Year Ended 30 September 2025

	Note	Group		Company		
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000	
CASH FLOWS (FOR)/FROM INVESTING ACTIVITIES						
Acquisition of a subsidiary, net of cash and cash equivalents						
		-	2,102	-	-	
Addition to term deposit with tenure						
more than 3 months		(517)	-	-	-	
Repayment from/(Advances to) subsidiaries		-	-	16,965	(1,011)	
Dividend income received		-	-	-	7,700	
Interest income received		669	433	64	65	
Proceeds from disposal of plant and equipment		468	176	-	-	
Purchase of other investment		(3,001)	-	(3,001)	-	
Purchase of property, plant and equipment	24	(50,670)	(17,815)	(6)	(805)	
Subscription of shares in a subsidiary		-	-	(900)	(100)	
NET CASH (FOR)/FROM INVESTING ACTIVITIES		(53,051)	(15,104)	13,122	5,849	
CASH FLOWS FROM/(FOR) FINANCING ACTIVITIES						
(Repayment to)/Advances from subsidiaries		-	-	(5,687)	3,126	
Increase/(Decrease) in short-term loans and borrowings (net)		4,110	(820)	-	-	
Dividends paid		(5,252)	(5,210)	(5,252)	(5,210)	
Drawdown of hire purchase		-	713	-	-	
Drawdown of term loan		26,658	-	-	-	
Proceeds from issuance of shares		174	5,119	174	5,119	
Repayment of hire purchase obligations	24	(8,963)	(8,139)	-	-	
Repayment of lease liabilities	24	(1,593)	(1,164)	-	-	
Repayment of term loans	24	(2,633)	(4,308)	-	-	
NET CASH FROM/(FOR) FINANCING ACTIVITIES		12,501	(13,809)	(10,765)	3,035	
NET (DECREASE)/INCREASE IN CASH AND CASH EQUIVALENTS		(2,934)	16,348	(908)	6,614	
CASH AND CASH EQUIVALENTS BROUGHT FORWARD		62,473	49,699	11,164	4,550	
CURRENCY TRANSLATION DIFFERENCES		(277)	(3,574)	-	-	
CASH AND CASH EQUIVALENTS CARRIED FORWARD	10	59,262	62,473	10,256	11,164	

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

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 SEPTEMBER 2025

1. GENERAL INFORMATION

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

The Company is principally engaged in the business of investment holding and the provision of management services. The principal activities of the subsidiaries are set out in Note 6 to the financial statements. There have been no significant changes in the nature of these activities during the financial year.

The registered office of the Company is located at 12th Floor, Menara Symphony, No. 5, Jalan Professor Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan and its principal place of business is located at Lot 6123, Jalan Haji Salleh, Batu 5 1/2, Jalan Meru, 41050 Klang, Selangor Darul Ehsan.

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

The presentation currency of the financial statements is Ringgit Malaysia ("RM") and all values are rounded to the nearest thousand ("RM'000") except when otherwise indicated.

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the directors dated 13 January 2026.

2. MATERIAL ACCOUNTING POLICY INFORMATION

2.1 Basis of Preparation of Financial Statements

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

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

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

Amendments to MFRS 16: Lease Liability in a Sale and Leaseback

Amendments to MFRS 101: Classification of Liabilities as Current or Non-current

Amendments to MFRS 101: Non-current Liabilities with Covenants

Amendments to MFRS 107 and MFRS 7: Supplier Finance Arrangements

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

Amendments to MFRS 101: Classification of Liabilities as Current or Non-current

The amendments clarify that liability is classified as non-current when an entity has the right to defer settlement for at least 12 months from the reporting date. The right to defer exists only if the entity would have complied with the relevant covenants based on its circumstances at the reporting date, even though compliance is required only after that date.

Notes to the Financial Statements (Cont'd)

For The Financial Year Ended 30 September 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.1 Basis of Preparation of Financial Statements (Cont'd)

Amendments to MFRS 101: Non-current Liabilities with Covenants

The amendments reconfirmed that only covenants with which an entity must comply on or before the reporting date affect the classification of a liability as current or non-current. Covenants with which the entity must comply after the reporting date (i.e. future covenants) do not affect a liability's classification at that date.

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

MFRSs and/or IC Interpretations (Including The Consequential Amendments)	Effective Date
MFRS 18 Presentation and Disclosure in Financial Statements	1 January 2027
MFRS 19 Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to MFRS 19: Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to MFRS 9 and MFRS 7: Amendments to the Classification and Measurement of Financial Instruments	1 January 2026
Amendments to MFRS 9 and MFRS 7: Contracts Referencing Nature-dependent Electricity	1 January 2026
Annual Improvements to MFRS Accounting Standards - Volume 11	1 January 2026
Amendments to MFRS 121: Lack of Exchangeability	1 January 2025
Amendments to MFRS 10 and MFRS 128: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Deferred

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

MFRS 18 Presentation and Disclosure of Financial Statements

MFRS 18 'Presentation and Disclosure in Financial Statements' will replace MFRS 101 'Presentation of Financial Statements' upon its adoption. This new standard aims to enhance the transparency and comparability of financial information by introducing new disclosure requirements. Specifically, it requires that income and expenses be classified into 3 defined categories: "operating", "investing" and "financing" and introduces 2 new subtotals: "operating profit or loss" and "profit or loss before financing and income tax". In addition, MFRS 18 requires the disclosure of management-defined performance measures and sets out principles for the aggregation and disaggregation of information, which will apply to all primary financial statements and the accompanying notes. The statements of financial position and the statements of cash flows will also be affected. The potential impact of the new standard on the financial statements of the Group and of the Company has yet to be assessed.

Notes to the Financial Statements (Cont'd)

For The Financial Year Ended 30 September 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.2 Business Combinations

A business combination is a transaction or other event in which an acquirer obtains control of one or more businesses. A business is an integrated set of activities and assets that is capable of being conducted and managed for the purpose of providing goods or services to customers, generating investment income (such as dividends or interest) or generating other income from ordinary activities. If the assets acquired are not a business, the transaction or other event is accounted for as an asset acquisition.

Business combinations are accounted for using the acquisition method. Under the acquisition method, the consideration transferred, the identifiable assets acquired and the liabilities assumed are measured at their acquisition-date fair values. The components of non-controlling interests that are present ownership interests are measured at the present ownership instruments' proportionate share in the recognised amounts of the identifiable net assets acquired. All other components of non-controlling interests are measured at their acquisition-date fair values. In a business combination achieved in stages, the previously held equity interest in the acquiree is remeasured at its acquisition-date fair value and any resulting gain or loss is recognised in profit or loss. All acquisition-related costs, other than the costs to issue debt or equity securities, are recognised in profit or loss as incurred.

Goodwill at the acquisition date is measured as the excess of (i) over (ii) below:-

- (i) the aggregate of:-
 - (a) the acquisition-date fair value of the consideration transferred;
 - (b) the amount of any non-controlling interests; and
 - (c) in a business combination achieved in stages, the acquisition-date fair value of the previously held equity interest in the acquiree.
- (ii) the net of the acquisition-date fair values of the identifiable assets acquired and the liabilities assumed.

Goodwill is recognised as an asset at the aforementioned amount less accumulated impairment losses, if any. The impairment policy is disclosed in Note 2.7. When the above (ii) exceeds (i), the excess represents a bargain purchase gain and, after reassessment, is recognised in profit or loss.

2.3 Basis of Consolidation

A subsidiary is an entity that is controlled by another entity. An investor controls an investee when it is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee.

A subsidiary is consolidated from the acquisition date, being the date on which control is obtained, and continues to be consolidated until the date when control is lost. Intragroup balances, transactions, income and expenses are eliminated in full on consolidation. Total comprehensive income is attributed to the owners of the parent and to the non-controlling interests even if this results in the non-controlling interests having a deficit balance. All changes in the parent's ownership interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions.

Upon loss of control of a subsidiary, the assets (including any goodwill) and liabilities of, and any non-controlling interests in the subsidiary are derecognised. All amounts recognised in other comprehensive income in relation to the subsidiary are accounted for on the same basis as would be required if the related assets or liabilities had been directly disposed of. Any consideration received and any investment retained in the former subsidiary are recognised at their fair values. The resulting difference is then recognised as a gain or loss in profit or loss.

Notes to the Financial Statements (Cont'd)

For The Financial Year Ended 30 September 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.4 Property, Plant and Equipment

Property, plant and equipment, other than freehold land and capital work-in-progress, are stated at cost less accumulated depreciation and accumulated impairment losses, if any. Freehold land and capital work-in-progress are stated at cost less impairment losses, if any. The impairment policy is disclosed in Note 2.7.

Freehold land and capital work-in-progress are not depreciated. Other property, plant and equipment are depreciated on a straight-line basis over the estimated useful lives of the assets using the following annual rates:-

Factory buildings	2%
Factory equipment and machinery	5% - 25%
Furniture, fittings and office equipment	10% - 30%
Motor vehicles	20%
Renovation	20%

The residual value, useful life and depreciation method of an asset are reviewed at least at the end of each reporting period and any changes in expectations from previous estimates are accounted for prospectively as changes in accounting estimates.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use. Any gain or loss arising from derecognition of the asset, being the difference between the net disposal proceeds and the carrying amount, is recognised in profit or loss.

Fully depreciated property, plant and equipment are retained in the financial statements and no further charge for depreciation is made, until they are no longer in use.

2.5 Leases

A lease is a contract, or part of a contract, that conveys the right to use an asset for a period of time in exchange for consideration.

Lessee Accounting

Initial Recognition and Measurement

When the Group or the Company acts as a lessee, it recognises a right-of-use asset (representing its right to use the underlying leased asset) and a lease liability (representing its obligation to make lease payments) at the commencement date. The Group and the Company have elected not to apply such recognition principle to short-term leases (which have a lease term of 12 months or less) and leases of low-value assets. The lease payments associated with those leases are recognised as an expense on a straight-line basis over the lease term.

A right-of-use asset is initially recognised at cost, which comprises the initial amount of lease liability, lease payments made at or before the commencement date (less lease incentives), initial direct costs and estimated dismantling, removing and restoring costs, if any.

A lease liability is initially recognised at the present value of the unpaid lease payments, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the lessee's incremental borrowing rate. The unpaid lease payments included in the measurement of lease liability comprise fixed payments (less lease incentives, if any), variable lease payments linked to an index or a rate, expected amounts payable under residual value guarantees, the exercise price of a purchase option reasonably certain to be exercised and the penalties of a termination option reasonably certain to be exercised.

Notes to the Financial Statements (Cont'd)

For The Financial Year Ended 30 September 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.5 Leases (Cont'd)

Lessee Accounting (Cont'd)

Subsequent Measurement

A right-of-use asset is subsequently measured at cost less accumulated depreciation and accumulated impairment losses, if any, and adjusted for any remeasurement of lease liability. The impairment policy is disclosed in Note 2.7.

If the lease transfers ownership of the underlying asset to the lessee by the end of the lease term or if the cost of the right-of-use asset reflects that a purchase option will be exercised, the right-of-use asset is depreciated on a straight-line basis from the commencement date to the end of its useful life. Otherwise, the right-of-use asset is depreciated from the commencement date to the earlier of the end of its useful life or the end of the lease term.

A lease liability is subsequently measured at amortised cost, and remeasured to reflect any reassessment (arising from changes to the lease payments) or lease modifications.

Lessor Accounting

When the Group or the Company acts as a lessor, it classifies each lease as either an operating lease or a finance lease. A finance lease transfers substantially all the risks and rewards incidental to ownership of an underlying asset to the lessee, whereas an operating lease does not.

Lease payments from operating leases are recognised as income on a straight-line basis over the lease term. The Group and the Company have not entered into any finance lease.

2.6 Investments in Subsidiaries

Investments in subsidiaries (including the share options granted to employees of the subsidiaries), which are eliminated on consolidation, are stated in the financial statements of the Company at cost less impairment losses, if any.

2.7 Impairment of Non-financial Assets

At the end of each reporting period, the Group and the Company assess whether there is any indication that a non-financial asset, other than inventories, may be impaired. If any such indication exists, the recoverable amount of the asset, being the higher of its fair value less costs of disposal and its value in use, is estimated. Irrespective of whether there is any indication of impairment, goodwill is tested for impairment annually. Any excess of the carrying amount of the asset over its recoverable amount represents an impairment loss and is recognised in profit or loss.

An impairment loss on an asset, other than goodwill, is reversed if there has been a change in the estimates used to determine the recoverable amount and it is reversed only to the extent that the increased carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, had no impairment loss been recognised. The reversal is recognised in profit or loss. An impairment loss on goodwill is not reversed.

2.8 Inventories

Inventories are valued at the lower of cost (determined principally on the weighted average basis) and net realisable value. Cost consists of all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and costs necessary to make the sale.

Notes to the Financial Statements (Cont'd)

For The Financial Year Ended 30 September 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.9 Financial Assets

Financial assets of the Group and the Company consist of receivables and cash and cash equivalents.

Initial Recognition and Measurement

A financial asset is recognised in the statements of financial position when, and only when, the Group or the Company becomes a party to the contractual provisions of the financial instrument. Trade receivables that do not contain a significant financing component are initially recognised at their transaction price as defined in Note 2.14. Other financial assets are initially recognised at fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs.

Subsequent Measurement

Financial assets are subsequently measured at amortised cost, fair value through other comprehensive income or fair value through profit or loss in accordance with their classification on the basis of both the business model within which they are held and their contractual cash flow characteristics.

A financial asset is measured at amortised cost if it is held within a business model whose objective is to hold financial assets to collect contractual cash flows and the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. All receivables and cash and cash equivalents are classified under this category. Any gain or loss is recognised in profit or loss when the financial asset is derecognised, reclassified, through the amortisation process or in order to recognise impairment gains or losses.

A financial asset is initially measured at fair value. Subsequent to the initial recognition, the financial asset is remeasured to its fair value at the reporting date with fair value changes recognised in profit or loss. The fair value changes do not include interest and dividend income.

Impairment

At each reporting date, the Group and the Company recognise a loss allowance for expected credit losses on a financial asset measured at amortised cost. The loss allowance is measured at an amount equal to the lifetime expected credit losses if the credit risk on the financial asset has increased significantly since initial recognition. If the credit risk has not increased significantly since initial recognition, the loss allowance is measured at an amount equal to 12-month expected credit losses. Any adjustment to the loss allowance is recognised in profit or loss as an impairment gain or loss.

Irrespective of whether there is any significant increase in credit risk since initial recognition, the loss allowance for trade receivables is always measured at an amount equal to lifetime expected credit losses using the simplified approach in accordance with MFRS 9 Financial Instruments. Such lifetime expected credit losses are calculated using a provision matrix based on historical credit loss experience and adjusted for reasonable and supportable forward-looking information that is available without undue cost or effort.

The expected credit losses for a credit-impaired financial asset are measured as the difference between the asset's gross carrying amount and the present value of estimated future cash flows discounted at the asset's original effective interest rate. The gross carrying amount of a credit-impaired financial asset is directly written off when there is no reasonable expectation of recovery.

Derecognition

A financial asset is derecognised when, and only when, the contractual rights to the cash flows from the financial asset expire or all the risks and rewards of ownership are substantially transferred. A direct write-off of gross carrying amount when there is no reasonable expectation of recovering a financial asset constitutes a derecognition event.

Notes to the Financial Statements (Cont'd)

For The Financial Year Ended 30 September 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.10 Financial Liabilities

Financial liabilities of the Group and of the Company consist of payables, loans and borrowings and financial guarantee contracts.

Initial Recognition and Measurement

A financial liability is recognised in the statements of financial position when, and only when, the Group or the Company becomes a party to the contractual provisions of the financial instrument. A financial liability is initially recognised at fair value minus transaction costs.

Subsequent Measurement

All payables and loans and borrowings are subsequently measured at amortised cost. Any gain or loss is recognised in profit or loss when the financial liability is derecognised and through the amortisation process.

Financial guarantee contracts are subsequently measured at the higher of the amount of loss allowance and the amount initially recognised less any cumulative income recognised.

Derecognition

A financial liability is derecognised when, and only when, the obligation specified in the contract is discharged or cancelled or expired.

2.11 Functional and Foreign Currencies

Foreign Currency Transactions and Translation

The consolidated financial statements and separate financial statements of the Company are presented in Ringgit Malaysia, which is also the Company's functional currency, being the currency of the primary economic environment in which the entity operates. Items included in the financial statements of each individual entity within the Group are measured using the individual entity's own functional currency.

A foreign currency transaction is recorded in the functional currency using the exchange rate at transaction date. At the end of the reporting period, foreign currency monetary items are translated into the functional currency using the closing rate. Foreign currency non-monetary items measured at cost are translated using the exchange rate at transaction date, whereas those measured at fair value are translated using the exchange rate at valuation date. Exchange differences arising from the settlement or translation of monetary items are recognised in profit or loss. Any exchange component of the gain or loss on a non-monetary item is recognised on the same basis as that of the gain or loss, i.e. in profit or loss or in other comprehensive income.

Foreign Operations

Assets and liabilities of foreign operations are translated to the Group's presentation currency at the exchange rates at the end of the reporting period. Income, expenses and other comprehensive income of foreign operations are translated at exchange rates at the dates of the transactions. All exchange differences arising from translation are taken directly to other comprehensive income and accumulated in equity as currency translation reserve.

On the disposal of a foreign operation (i.e. a disposal of the Group's entire interest in a foreign subsidiary, or partial disposal involving loss of control over a subsidiary that includes a foreign operation of which the retained interest becomes a financial asset), all of the exchange differences accumulated in equity in respect of that foreign operation are reclassified to profit or loss as part of the gain or loss on disposal.

Notes to the Financial Statements (Cont'd)

For The Financial Year Ended 30 September 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.11 Functional and Foreign Currencies (Cont'd)

Foreign Operations (Cont'd)

In addition, in relation to partial disposal of a subsidiary that does not result in the Group losing control over the subsidiary, the proportionate share of accumulated exchange differences is reattributed to non-controlling interests and are not recognised in profit or loss.

In the consolidated financial statements, when the settlement of an intragroup loan is neither planned nor likely to occur in the foreseeable future, the exchange differences arising from translating such monetary item are considered to form part of a net investment in the foreign operation and are recognised in other comprehensive income.

2.12 Share Capital

Ordinary shares are classified as equity. Transaction costs that relate to the issue of new shares are accounted for as a deduction from equity.

Dividends on shares declared and unpaid at the end of the reporting period are recognised as a liability, whereas dividends proposed or declared after the reporting period are disclosed in the notes to the financial statements.

2.13 Fair Value Measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

The Group and the Company use valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs. The valuation techniques used include the following or a combination thereof:-

- (i) Market approach - which uses prices and other relevant information generated by market transactions involving identical or comparable (i.e. similar) assets, liabilities or a group of assets and liabilities.
- (ii) Cost approach - which reflects the amount that would be required currently to replace the service capacity of an asset.
- (iii) Income approach - which converts future amounts (e.g. cash flows or income and expenses) to a single current (i.e. discounted) amount.

The inputs to valuation techniques used to measure fair value are categorised into the following levels of fair value hierarchy:-

- Level 1: Inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date;
- Level 2: Inputs are inputs, other than quoted prices included within Level 1, that are observable for the asset or liability, either directly or indirectly; and
- Level 3: Inputs are unobservable inputs for the asset or liability.

Any transfers between the levels of fair value hierarchy are deemed to have occurred at the end of the reporting period.

Notes to the Financial Statements (Cont'd)

For The Financial Year Ended 30 September 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.13 Fair Value Measurement (Cont'd)

Financial Assets and Financial Liabilities

The carrying amounts of receivables, cash and cash equivalents, payables and loans and borrowings which are short-term in nature or repayable on demand are reasonable approximations of fair values. The fair values of long-term loans and borrowings are measured using present value technique by discounting the expected future cash flows using observable current market interest rates for similar liabilities (i.e. Level 2).

The fair values of financial guarantee contracts are estimated based on probability-adjusted discounted cash flow analysis after considering the probability of default by the debtors (i.e. Level 3).

2.14 Revenue from Contracts with Customers

The Group and the Company recognise revenue (by applying the following steps) to depict the transfer of promised goods or services to customers at the transaction price.

- (i) Step 1: Identify contract - A contract is an agreement between two or more parties that creates enforceable rights and obligations.
- (ii) Step 2: Identify performance obligations - Each promise to transfer distinct goods or services is identified as a performance obligation and accounted for separately.
- (iii) Step 3: Determine transaction price - The transaction price is the amount of consideration to which an entity expects to be entitled in exchange for transferring promised goods or services to a customer. It is adjusted for the effects of variable consideration (e.g. discounts, rebates, incentives or penalties), significant financing component, non-cash consideration and consideration payable to customer.
- (iv) Step 4: Allocate transaction price to performance obligations - The transaction price is allocated to each performance obligation on the basis of the relative (estimated) stand-alone selling prices of each distinct good or service promised in the contract.
- (v) Step 5: Recognise revenue - Revenue is recognised when (or as) the entity satisfies a performance obligation by transferring a promised good or service to a customer (which is when the customer obtains control of that good or service). Revenue is recognised either over time or at a point in time depending on the timing of transfer of control.

Sale of Goods

The Group determines that the transfer of control of promised goods generally coincides with the transfer of risks and rewards of ownership. Accordingly, revenue from the sale of goods is recognised at a point in time when the significant risks and rewards of ownership have been transferred to the customer upon delivery.

Dividend Income

Dividend income is recognised in profit or loss only when the Company's right to receive payment of the dividend is established, it is probable that the economic benefits associated with the dividend will flow to the Company and the amount of the dividend can be measured reliably.

Management Fees

Management fees are recognised in the period in which the services are rendered.

Notes to the Financial Statements (Cont'd)

For The Financial Year Ended 30 September 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.15 Other Income

Interest income is recognised in profit or loss using the effective interest method.

Rental income is recognised for on a straight-line basis over the lease term.

2.16 Government Grants

Government grants are recognised when there is reasonable assurance that the Group will comply with the conditions attaching to the grants and that the grants will be received. Government grants are recognised in profit or loss on a systematic basis over the periods in which the Group recognises as expenses the related costs for which the grants are intended to compensate. Grants related to assets are presented in the statements of financial position as deferred income which is amortised on a straight-line basis over the estimated useful lives of the assets. Grants related to income are presented under "other income" in the statements of profit or loss and other comprehensive income.

2.17 Employee Benefits

Short-term Employee Benefits

Short-term employee benefits such as wages, salaries, bonuses and social security contributions are recognised in profit or loss in the period in which the associated services are rendered by the employee.

Defined Contribution Plans

Contributions to defined contribution plans are recognised in profit or loss in the period in which the associated services are rendered by the employee.

Defined Benefit Plans

The Group operates an unfunded final salary defined benefit plan for their employees in accordance with the local requirement prevailing in Thailand. The liability in respect of the defined benefit plan is the present value of the future benefits that employees would have earned in return for their services rendered in the current and prior periods. The calculation is performed using the projected unit credit method, with actuarial valuations being carried out with sufficient regularity at an interval of not more than three years such that the amounts recognised in the financial statements do not differ materially from the amounts that would be determined at the end of the reporting period. All components of defined benefit costs are recognised in profit or loss in the period in which they are incurred, except for re-measurements of the defined benefit liability which are recognised in other comprehensive income.

Share-based Payments

The ESOS of the Company grants the Group's eligible employees options to subscribe for shares in the Company at pre-determined subscription prices. These equity compensation benefits are treated as equity-settled share-based payment transactions and recognised in profit or loss with a corresponding increase in equity over the vesting period as share option reserve. The total amount to be recognised is determined by reference to the fair value of the share options at grant date and the estimated number of share options expected to vest on vesting date.

Upon expiry or exercise of the share option, the share option reserve is transferred to retained profits and to share capital if new ordinary shares are issued, respectively.

Notes to the Financial Statements (Cont'd)

For The Financial Year Ended 30 September 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.18 Borrowing Costs

Borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset, which is an asset that necessarily takes a substantial period of time to get ready for its intended use or sale, are capitalised as part of the cost of the asset, until such time as the asset is substantially ready for its intended use or sale. All other borrowing costs are recognised in profit or loss in the period in which they are incurred.

2.19 Income Taxes

Income taxes for the financial year comprise current tax and deferred tax.

Current tax represents the expected amount of income taxes payable in respect of the taxable profit for the financial year and is measured using the tax rates that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax is provided for under the liability method in respect of all temporary differences between the carrying amount of an asset or liability and its tax base except for those temporary differences associated with goodwill or the initial recognition of an asset or liability in a transaction which is not a business combination and affects neither accounting nor taxable results at the time of the transaction.

A deferred tax liability is recognised for all taxable temporary differences, whereas a deferred tax asset is recognised for all deductible temporary differences, unutilised tax losses and unused tax credits to the extent that it is probable that future taxable profit will be available against which the deductible temporary differences, unutilised tax losses and unused tax credits can be utilised. Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled, based on the tax rates that have been enacted or substantively enacted by the end of the reporting period.

2.20 Cash and Cash Equivalents

Cash and cash equivalents comprise cash in hand, bank balances, demand deposits, and short-term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value with original maturity periods of three months or less. For the purpose of the statements of cash flows, cash and cash equivalents are presented net of bank overdrafts and deposits with tenure more than 3 months.

2.21 Contingent Liabilities

A contingent liability is a possible obligation that arises from past events and whose existence will only be confirmed by the occurrence of one or more uncertain future events not wholly within the control of the Group. It can also be a present obligation arising from past events that is not recognised because it is not probable that an outflow of economic resources will be required or the amount of obligation cannot be measured reliably.

A contingent liability is not recognised but is disclosed in the notes to the financial statements, unless the probability of outflow of economic benefits is remote. When a change in the probability of an outflow occurs so that the outflow is probable, it will then be recognised as a provision.

2.22 Operating Segments

An operating segment is a component of the Group that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the Group's other components. An operating segment's operating results are reviewed regularly by the chief operating decision maker to make decisions about resources to be allocated to the segment and assess its performance, and for which discrete financial information is available.

Notes to the Financial Statements (Cont'd)

For The Financial Year Ended 30 September 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.23 Earnings per Ordinary Share

Basic earnings per ordinary share is calculated by dividing the consolidated profit or loss attributable to ordinary shareholders of the Company by the weighted average number of ordinary shares outstanding during the reporting period, adjusted for own shares held.

Diluted earnings per ordinary share is determined by adjusting the consolidated profit or loss attributable to ordinary shareholders of the Company and the weighted average number of ordinary shares outstanding, for the effects of all dilutive potential ordinary shares, which comprise share options granted to employees.

3. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

Critical Judgements Made in Applying Accounting Policies

Management believes that there are no instances of application of critical judgement in applying the accounting policies of the Group and of the Company which will have a significant effect on the amounts recognised in the financial statements other than as disclosed below:-

Sources of Estimation Uncertainty

The key assumptions about the future, and other major sources of estimation uncertainty at the end of the reporting period, that have a significant risk of resulting in a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:-

Valuation of Inventories

Reviews are made periodically by management on damaged, obsolete and slow-moving inventories. These reviews require judgement and estimates. Any changes in these accounting estimates will result in revisions to the valuation of inventories (Note 8).

Impairment of Property, Plant and Equipment and Right-of-use Assets

The Group and the Company assess whether there are any indicators of impairment on its property, plant and equipment and right-of-use assets at each reporting date. These non-financial assets are tested for impairment when there are indicators that the carrying amounts may not be recoverable (Notes 4 and 5).

Impairment of Receivables

The Group and the Company recognise loss allowance for expected credit losses on receivables based on a credit risk assessment. Such assessment involves judgements and estimation uncertainty in analysing information about past events, current conditions and forecasts of future economic conditions. Any changes in these accounting estimates will affect the carrying amounts of receivables (Note 9).

Notes to the Financial Statements (Cont'd)

For The Financial Year Ended 30 September 2025

4. PROPERTY, PLANT AND EQUIPMENT

Group	Freehold land and buildings RM'000	Factory equipment and machinery RM'000	Furniture, fittings and office equipment RM'000	Motor vehicles RM'000	Renovation RM'000	Capital work-in-progress RM'000	Total RM'000
<u>Cost</u>							
Balance at 1 October 2023	136,626	490,035	22,885	7,439	45,077	1,552	703,614
Additions	3,107	17,117	660	2,084	2,319	182	25,469
Disposals	-	(440)	(71)	(203)	-	-	(714)
Write-offs	-	-	(88)	-	(617)	-	(705)
Currency translation differences	(878)	(1,319)	(60)	(24)	-	36	(2,245)
Balance at 30 September 2024/							
1 October 2024	138,855	505,393	23,326	9,296	46,779	1,770	725,419
Additions	31,566	21,646	879	3,450	2,893	2,575	63,009
Disposals	-	(3,294)	-	(117)	(120)	-	(3,531)
Write-offs	-	(27,564)	(51)	(2)	(1,883)	(1)	(29,501)
Currency translation differences	824	1,280	53	24	(9)	(19)	2,153
Balance at 30 September 2025	171,245	497,461	24,207	12,651	47,660	4,325	757,549

Depreciation and Impairment Losses

Balance at 1 October 2023							
Accumulated depreciation	14,782	306,739	18,237	6,613	40,319	-	386,690
Accumulated impairment loss	666	35,267	226	94	1,367	-	37,620
	15,448	342,006	18,463	6,707	41,686	-	424,310
Depreciation	1,708	17,452	1,426	534	2,127	-	23,247
Reversal of impairment loss	-	(1,779)	(140)	(94)	(646)	-	(2,659)
Disposals	-	(139)	(41)	(27)	-	-	(207)
Write-offs	-	-	(30)	-	(323)	-	(353)
Currency translation differences	(131)	(1,160)	(40)	(23)	-	-	(1,354)
Balance at 30 September 2024							
Accumulated depreciation	16,359	322,892	19,552	7,097	42,123	-	408,023
Accumulated impairment loss	666	33,488	86	-	721	-	34,961
	17,025	356,380	19,638	7,097	42,844	-	442,984

Notes to the Financial Statements (Cont'd)

For The Financial Year Ended 30 September 2025

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

Group	Freehold land and buildings RM'000	Factory equipment and machinery RM'000	Furniture, fittings and office equipment RM'000	Motor vehicles RM'000	Renovation RM'000	Capital work-in-progress RM'000	Total RM'000
<u>Depreciation and Impairment Losses (Cont'd)</u>							
Balance at							
1 October 2024	17,025	356,380	19,638	7,097	42,844	-	442,984
Depreciation	1,716	18,081	1,435	1,027	1,918	-	24,177
Disposals	-	(2,823)	-	(117)	(106)	-	(3,046)
Write-offs	-	(27,507)	(50)	-	(1,883)	-	(29,440)
Currency translation differences	113	1,023	33	20	-	-	1,189
Balance at 30 September 2025							
Accumulated depreciation	18,188	333,445	20,986	8,027	42,773	-	423,419
Accumulated impairment loss	666	11,709	70	-	-	-	12,445
	18,854	345,154	21,056	8,027	42,773	-	435,864
<u>Carrying amount</u>							
Balance at 30 September 2024	121,830	149,013	3,688	2,199	3,935	1,770	282,435
Balance at 30 September 2025	152,391	152,307	3,151	4,624	4,887	4,325	321,685

The carrying amounts of property, plant and equipment pledged as security for credit facilities granted to the Group as at the end of the reporting period are as follows:-

	Group	
	2025 RM'000	2024 RM'000
Freehold land and buildings	64,550	33,636
Factory equipment and machinery	23,037	19,111
Motor vehicles	2,921	1,136
	90,508	53,883

The carrying amounts of property acquired under term loan facilities which remained outstanding as at the end of the reporting period are as follows:-

	Group	
	2025 RM'000	2024 RM'000
Freehold land and buildings	48,928	17,874

Notes to the Financial Statements (Cont'd)

For The Financial Year Ended 30 September 2025

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

The carrying amounts of plant and equipment acquired under hire purchase financing which remained outstanding as at the end of the reporting period are as follows:-

	Group	
	2025	2024
	RM'000	RM'000
Factory equipment and machinery	23,037	19,111
Motor vehicles	2,921	1,136
	<hr/>	<hr/>
	25,958	20,247

Company	Cost	Furniture, fittings and office equipment	Motor vehicles	Total
		RM'000	RM'000	RM'000
	Balance at 1 October 2023	14	587	601
	Additions	-	805	805
		<hr/>	<hr/>	<hr/>
	Balance at 30 September 2024/1 October 2024	14	1,392	1,406
	Additions	6	-	6
		<hr/>	<hr/>	<hr/>
	Balance at 30 September 2025	20	1,392	1,412

	<u>Accumulated depreciation</u>	Furniture, fittings and office equipment	Motor vehicles	Total
		RM'000	RM'000	RM'000
	Balance at 1 October 2023	12	587	599
	Depreciation	-	79	79
		<hr/>	<hr/>	<hr/>
	Balance at 30 September 2024/1 October 2024	12	666	678
	Depreciation	-	161	161
		<hr/>	<hr/>	<hr/>
	Balance at 30 September 2025	12	827	839

	<u>Carrying amount</u>	Furniture, fittings and office equipment	Motor vehicles	Total
		RM'000	RM'000	RM'000
	Balance at 30 September 2024	2	726	728
	Balance at 30 September 2025	8	565	573

Notes to the Financial Statements (Cont'd)

For The Financial Year Ended 30 September 2025

5. RIGHT-OF-USE ASSETS

Group	Factory buildings RM'000
<u>Cost</u>	
Balance at 1 October 2023	5,666
Additions	550
Derecognition	(445)
Modifications of leases	(3,367)
	<hr/>
Balance at 30 September 2024/1 October 2024	2,404
Additions	9,510
Derecognition	(1,854)
Modifications of leases	58
	<hr/>
Balance at 30 September 2025	10,118
	<hr/>
<u>Accumulated depreciation</u>	
Balance at 1 October 2023	2,905
Depreciation	1,154
Derecognition	(445)
Modifications of leases	(2,134)
	<hr/>
Balance at 30 September 2024/1 October 2024	1,480
Depreciation	1,703
Derecognition	(1,572)
	<hr/>
Balance at 30 September 2025	1,611
	<hr/>
<u>Carrying amount</u>	
Balance at 30 September 2024	924
	<hr/>
Balance at 30 September 2025	8,507
	<hr/>

The Group leases factory buildings from unrelated parties for 2 to 6 (2024 - 2 to 5) years.

6. INVESTMENTS IN SUBSIDIARIES

	Company	
	2025	2024
	RM'000	RM'000
Unquoted shares, at cost	99,862	98,962
Shares options granted to employees of subsidiaries	6,209	5,477
Accumulated impairment losses	(15,560)	(15,560)
	<hr/>	<hr/>
	90,511	88,879

Notes to the Financial Statements (Cont'd)

For The Financial Year Ended 30 September 2025

6. INVESTMENTS IN SUBSIDIARIES (CONT'D)

The changes in the accumulated impairment losses are as follows:-

	Company	
	2025 RM'000	2024 RM'000
Balance at 1 October 2024/2023	15,560	20,560
Reversal of impairment loss (Note 19)	-	(5,000)
Balance at 30 September	15,560	15,560

The details of the subsidiaries are as follows:-

Name of Subsidiary	Principal Place of Business/ Country of Incorporation	Percentage of Issued Share Capital Held by Parent		Principal Activities
		2025 %	2024 %	
Notion Venture Sdn. Bhd.	Malaysia	100	100	Design and volume production of high precision metal machining of hard disk drive, computer, consumer electronic and electrical and automotive industries' components and its related research and development activities; and manufacturing of the personal protective equipment and medical related materials, components, devices or products and other related activities.
Notion International (M) Sdn. Bhd.	Malaysia	100	100	Manufacturing of high precision components; production, sales and marketing of personal protective equipment and medical related components, devices and products; and plastic injection moulding and sub-assembly.
Notion (Thailand) Co., Ltd. ^(a)	Thailand	100	100	Design and manufacture of precision components.
Kaiten Precision (M) Sdn. Bhd.	Malaysia	100	100	Design and development leading to the mass production of high precision micro parts and related research and development activities.
Novid PPE Sdn. Bhd.	Malaysia	100	100	Production, sales and marketing of personal protective equipment and medical related components, devices and products. (Ceased operations during the financial year)
Intech Precision Sdn. Bhd.	Malaysia	100	100	Inactive.
NV Technology Sdn. Bhd.	Malaysia	100	100	Inactive.
Diaphragm Tech Sdn. Bhd.	Malaysia	100	100	Inactive.
Swiss Impression Sdn. Bhd.	Malaysia	100	100	Inactive.
Notion Venture (Hong Kong) Limited ^(b)	Hong Kong	100	100	Inactive.

Notes to the Financial Statements (Cont'd)

For The Financial Year Ended 30 September 2025

6. INVESTMENTS IN SUBSIDIARIES (CONT'D)

The details of the subsidiaries are as follows:- (Cont'd)

Name of Subsidiary	Principal Place of Business/ Country of Incorporation	Percentage of Issued Share Capital Held by Parent		Principal Activities
		2025 %	2024 %	
Bentong Resources Sdn. Bhd.	Malaysia	100	100	Property investment and agricultural business including farming, harvesting and marketing of agricultural commodities.
Notion Industrial Technology (Shenzhen) Limited ^(a)	China	51	51	Trading of household appliances.
<u>Subsidiary of Notion Venture Sdn. Bhd.</u>				
Autic Mekki Sdn. Bhd.	Malaysia	100	100	Provision of surface treatment, electrolysis nickel plating, chrome plating, electroplating and anodizing metal or other similar materials.
<u>Subsidiary of Notion Industrial Technology (Shenzhen) Limited</u>				
Notion Industrial Technology (Dongguan) Limited ^(c)	China	-	48	Inactive.
<u>Subsidiary of Notion International (M) Sdn. Bhd.</u>				
Notion Precision Technology (Dongguan) Co. Ltd. ^(a)	China	100	-	Research and development of metal products; provision of technical services, technical development, technical consulting, technical exchange, technical transfer and technical promotion; manufacturing and wholesale of hardware products; manufacturing and wholesale mould; manufacturing of general equipment (excluding special equipment); sales of machinery and equipment; import and export of goods and technology.

^(a) not audited by Crowe Malaysia PLT.

^(b) not required to be audited and consolidated using unaudited financial statements.

^(c) struck off during the financial year.

Notes to the Financial Statements (Cont'd)

For The Financial Year Ended 30 September 2025

6. INVESTMENTS IN SUBSIDIARIES (CONT'D)

The non-controlling interest at the end of the reporting period comprises the following:-

	Effective Equity Interest		Group	
	2025 %	2024 %	2025 RM'000	2024 RM'000
Notion Industrial Technology (Shenzhen) Limited	49	49	870	612

The summarised financial information (before intra-group elimination) for the subsidiary that has non-controlling interest is as follows:-

	Group	
	2025 RM'000	2024 RM'000
<u>At 30 September</u>		
Current assets	12,261	16,706
Current liabilities	(10,484)	(15,457)
Net assets	1,777	1,249
<u>Financial Year Ended 30 September</u>		
Revenue	17,924	19,599
Profit for the financial year	533	392
Total comprehensive income	533	392
Total comprehensive income attributable to non-controlling interest	261	192
Net cash flows for operating activities	(549)	(1,572)
Net cash flows from investing activities	-	1

7. OTHER INVESTMENTS

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Unquoted investment outside Malaysia:				
- quoted shares at fair value through profit or loss	3,001	-	3,001	-
Unquoted investment in Malaysia:				
- unquoted shares at fair value through profit or loss	-	1,000	-	1,000
Less: Fair value loss on financial instruments mandatorily measured at fair value through profit or loss	(764)	(1,000)	(764)	(1,000)
	2,237	-	2,237	-

The fair values of quoted investment were measured using the closing bid prices at the end of the reporting period. (i.e. Level 1).

Notes to the Financial Statements (Cont'd)

For The Financial Year Ended 30 September 2025

8. INVENTORIES

	Group	
	2025 RM'000	2024 RM'000
<u>At lower of cost and net realisable value</u>		
Raw materials	12,502	14,403
Work-in-progress	20,173	14,324
Consumables	5,452	5,133
Finished goods	29,355	30,842
	<hr/>	<hr/>
	67,482	64,702
 Recognised in profit or loss:-		
Inventories recognised as cost of sales	418,079	378,926
Inventories written down (Note 19)	<hr/>	<hr/>
	725	4,344
Inventories written off (Note 19)	<hr/>	<hr/>
	-	509
Reversal of inventories written down (Note 19)	<hr/>	<hr/>
	(1,680)	(297)

9. RECEIVABLES

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<u>Trade receivables:-</u>				
- Unrelated parties	142,973	154,532	-	-
- Allowance for impairment loss	(6,650)	(2,999)	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
	136,323	151,533	-	-
 Other receivables:-				
- Unrelated parties	7,247	9,210	-	-
- Allowance for impairment loss	(49)	(49)	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
	7,198	9,161	-	-
- Related party	-	58	-	58
- Allowance for impairment loss	-	(58)	-	(58)
	<hr/>	<hr/>	<hr/>	<hr/>
- Director of a subsidiary	-	321	-	-
- Subsidiaries	-	-	139,072	156,037
- Allowance for impairment loss	-	-	(49,928)	(49,928)
	<hr/>	<hr/>	<hr/>	<hr/>
	7,198	9,482	89,144	106,109
	<hr/>	<hr/>	<hr/>	<hr/>
	143,521	161,015	89,144	106,109

Notes to the Financial Statements (Cont'd)

For The Financial Year Ended 30 September 2025

9. RECEIVABLES (CONT'D)

The currency profiles of receivables are as follows:-

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Chinese Yuan	2,214	3,100	-	-
Euro	14,546	13,445	-	-
Ringgit Malaysia	19,711	33,620	89,144	106,109
Thai Baht	22,782	17,786	-	-
United States Dollar	84,268	93,061	-	-
Others	-	3	-	-
	143,521	161,015	89,144	106,109

Trade Receivables

The Group determines credit risk concentrations in terms of counterparties and geographical areas. As at 30 September 2025, there were 4 (2024 - 4) major customers that individually accounted for 10% or more of the Group's trade receivables and the total outstanding balances due from these major customers amounted to approximately RM81,951,000 (2024 - RM78,401,000). The credit risk concentration profile by geographical areas of trade receivables is as follows:-

	Group	
	2025 RM'000	2024 RM'000
China	7,346	26,561
Malaysia	26,570	27,918
Philippines	20,637	20,676
Thailand	58,326	51,079
United States of America	9,238	9,445
Others	14,206	15,854
	136,323	151,533

The credit terms of trade receivables range from 30 to 120 (2024 - 30 to 120) days. The Group uses past due information to assess the credit risk of trade receivables. The analysis by past due status is as follows:-

	Group	
	2025 RM'000	2024 RM'000
Not past due	102,758	106,531
Past due 1 to 30 days	26,524	24,419
Past due 31 to 120 days	6,768	18,371
Past due more than 120 days	273	2,212
	136,323	151,533

The Group determines that a trade receivable is credit-impaired when the customer is experiencing significant financial difficulty and has defaulted in payments. Unless otherwise demonstrated, the Group generally considers a default to have occurred when the trade receivable is more than 90 days past due. The gross carrying amount of a credit-impaired trade receivable is directly written off when there is no reasonable expectation of recovery. This normally occurs when there is reasonable proof of customer insolvency.

Notes to the Financial Statements (Cont'd)

For The Financial Year Ended 30 September 2025

9. RECEIVABLES (CONT'D)

Trade Receivables (Cont'd)

The Group measures the loss allowance for trade receivables at an amount equal to lifetime expected credit losses using the simplified approach in accordance with MFRS 9. The changes in the loss allowance are as follows:-

	Group	
	2025 RM'000	2024 RM'000
Balance at 1 October 2024/2023	2,999	1,716
Impairment loss recognised (Note 19)	3,651	1,770
Impairment loss reversed (Note 19)	-	(359)
Impairment loss written off	-	(128)
Balance at 30 September	6,650	2,999

The above loss allowance is in respect of individually assessed credit-impaired trade receivables. Based on the low historical observed default rates (adjusted for forward-looking estimates), the expected credit losses on trade receivables that are not credit-impaired are not considered to be material and hence, have not been recognised.

Other Receivables

Other receivables are unsecured and non-interest bearing. The amounts owing by a related party, a director and subsidiaries are repayable on demand. The amounts owing by unrelated parties, including refundable deposits amounting to RM3,788,000 (2024 - RM3,967,000), have no fixed repayment terms.

The Group measures the loss allowance at an amount equal to lifetime expected credit losses. The changes in the loss allowance are as follows:-

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Balance at 1 October 2024/2023	107	107	49,986	49,986
Impairment loss written off	(58)	-	(58)	-
Balance at 30 September	49	107	49,928	49,986

The above loss allowance was individually determined after considering the adverse financial conditions of the other receivables who have defaulted in payments.

10. CASH AND CASH EQUIVALENTS

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Highly liquid investments	2,781	8,439	2,781	8,439
Term deposits (fixed rate)	693	72	152	49
Cash and bank balances	56,305	53,962	7,323	2,676
Less: Deposit with tenure more than 3 months	59,779	62,473	10,256	11,164
	(517)	-	-	-
	59,262	62,473	10,256	11,164

Notes to the Financial Statements (Cont'd)

For The Financial Year Ended 30 September 2025

10. CASH AND CASH EQUIVALENTS (CONT'D)

The effective interest rates of term deposits as at 30 September 2025 ranged from 3.60% to 3.65% (2024 - 2.48%) per annum.

Cash and cash equivalents are placed with reputable financial institutions with low credit risk. Accordingly, their expected credit losses are not considered to be material and hence, have not been recognised.

The currency profiles of cash and cash equivalents are as follows:-

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Chinese Yuan	287	449	-	-
Euro	6,963	6,672	-	-
Ringgit Malaysia	27,642	38,197	10,256	11,164
Thai Baht	12,802	5,198	-	-
United States Dollar	11,492	11,938	-	-
Others	76	19	-	-
	59,262	62,473	10,256	11,164

11. SHARE CAPITAL

	No. of ordinary shares with no par value '000	RM'000
<u>Issued and fully paid:-</u>		
Balance at 1 October 2023	515,829	211,228
Issuance of shares pursuant to ESOS	8,683	7,091
Issuance of shares pursuant to Warrants	351	156
Balance at 30 September 2024/1 October 2024	524,863	218,475
Issuance of shares pursuant to ESGS	585	684
Issuance of shares pursuant to ESOS	511	238
Issuance of shares pursuant to Warrants	31	14
Balance at 30 September 2025	525,990	219,411

The shareholders of the Company, by a resolution passed at the Extraordinary General Meeting held on 23 February 2017, approved the Long Term Incentive Plan comprising Employee Share Option Scheme ("ESOS") and Executive Share Grant Scheme ("ESGS"). Both became effective on 24 February 2017. The Board has subsequently approved for an extension of Long Term Incentive Plan to another five (5) years commencing 24 February 2022.

Notes to the Financial Statements (Cont'd)

For The Financial Year Ended 30 September 2025

11. SHARE CAPITAL (CONT'D)

The principal features of the ESOS are as follows:-

- (i) At any point of time when the offer is made, the maximum number of shares to be issued under the ESOS shall not exceed 15% of the total issued and fully paid-up share capital of the Company during the duration of the ESOS.
- (ii) An employee (including executive directors) of the Group shall be eligible to participate in the ESOS if, as at the date of offer, the employee is at least 18 years of age and has been confirmed and serving on a full time basis.
- (iii) All non-executive directors who have been appointed to the Board shall be eligible to participate in the ESOS in accordance with the Listing Requirements of Bursa Malaysia Securities Berhad and subject to the Constitution of the Company.
- (iv) The ESOS shall be valid for a duration of 5 years from the effective date.
- (v) The exercise price shall be determined based on the weighted average market price of shares for the 5 market days immediately preceding the date of offer with a discount of not more than 10%.
- (vi) The employees' entitlement to the options is vested upon acceptance of the offer by the grantee, which shall be no later than 30 days from the date of offer.
- (vii) The new shares to be allotted and issued upon exercise of any options granted under the scheme will, upon allotment and issuance, rank pari passu in all respects with the then existing shares and paid-up shares in the Company, save and except that the new shares so allotted and issued will not be entitled to any right, dividend, allotment and/or distribution declared, made or paid, the entitlement date of which precedes the date of exercise of the options.

The movements in the number of options during the financial year are as follows:-

	Number of Options Over Ordinary Shares	Weighted Average Exercise Price RM	Weighted Average Share Price RM	Weighted Average Remaining Contractual Life
ESOS				
Outstanding at 1 October 2023	19,727,210			
Exercised	(8,683,310)			
Outstanding at 30 September 2024	11,043,900	0.60	0.84	2.4 years
Exercisable at 30 September 2024	10,571,200			
Outstanding at 1 October 2024	11,043,900			
Granted	25,000,000			
Exercised	(510,830)			
Outstanding at 30 September 2025	35,533,070	0.68	0.83	1.4 Years
Exercisable at 30 September 2025	35,060,370			

Notes to the Financial Statements (Cont'd)

For The Financial Year Ended 30 September 2025

11. SHARE CAPITAL (CONT'D)

The fair value of share options granted since the effective date of the ESOS was measured using the Black Scholes Model with the following inputs:-

Grant date	Option 1 27.2.2017	Option 2 12.12.2017	Option 3 28.5.2020	Option 4 11.4.2025
Fair value at grant date (RM)	0.3557	0.2165	0.2825	0.0025
Weighted average share price (RM)	0.88	0.53	0.65	0.62
Exercise price (RM)	0.80*	0.44*	0.56	0.71
Expected volatility (%)	45.25	55.80	60.80	8.84
Option life (years)	4.4	4.2	3.0	1.9
Expected dividends (%)	2.26	5.66	1.14	3.27
Risk-free interest rate (%)	3.69	3.68	2.27	3.36

* Exercised price before bonus issue

The expected volatility reflects the assumption that historical volatility is indicative of future trends but may not necessarily be the actual outcome. No other features of the share options granted were incorporated into the measurement of fair value.

12. LOANS AND BORROWINGS

	Group	
	2025 RM'000	2024 RM'000
<u>Secured</u>		
Bankers' acceptances	1,725	1,597
Hire purchase payables	21,529	18,153
Revolving credits	9,000	5,000
Term loans (floating rate)	27,098	3,073
Trust receipt	565	583
	59,917	28,406
Disclosed as:-		
- Current liabilities	19,791	17,347
- Non-current liabilities	40,126	11,059
	59,917	28,406

Hire purchase payables are secured against the assets acquired thereunder (Note 4). Other loan and borrowings are secured against certain property, plant and equipment (Note 4).

The effective interest rates of loans and borrowings as at 30 September 2025 ranged from 3.44% to 7.42% (2024 - 3.50% to 7.42%) per annum.

Except for hire purchase payables and term loans, loans and borrowings are generally short-term in nature or repayable on demand and their carrying amounts will approximate to the remaining contractual undiscounted cash flows.

Notes to the Financial Statements (Cont'd)

For The Financial Year Ended 30 September 2025

12. LOANS AND BORROWINGS (CONT'D)

Hire Purchase Payables

Hire purchase payables are repayable over 1 to 7 years. The repayment analysis is as follows:-

	Group	
	2025 RM'000	2024 RM'000
Minimum hire purchase payments:-		
- Within 1 year	9,169	8,559
- Later than 1 year and not later than 2 years	5,046	6,350
- Later than 2 years and not later than 5 years	9,538	5,005
- Later than 5 years	250	-
Total contractual undiscounted cash flows	24,003	19,914
Future finance charges	(2,474)	(1,761)
Present value of hire purchase payables:-		
- Within 1 year	8,061	7,643
- Later than 1 year and not later than 2 years	4,335	5,877
- Later than 2 years and not later than 5 years	8,891	4,633
- Later than 5 years	242	-
	21,529	18,153

The fair values of hire purchase payables are measured using present value technique by discounting the expected future cash flows using observable current market interest rates for similar liabilities (i.e. Level 2). The fair values measured are considered to be reasonably close to the carrying amounts reported as the observable current market interest rates also approximate to the effective interest rate of hire purchase payables.

Term Loans

Term loans are repayable over 1 to 23 years. The repayment analysis is as follows:-

	Group	
	2025 RM'000	2024 RM'000
Gross loan instalments:-		
- Within 1 year	1,657	2,738
- Later than 1 year and not later than 2 years	1,200	585
- Later than 2 years and not later than 5 years	5,623	-
- Later than 5 years	36,521	-
Total contractual undiscounted cash flows	45,001	3,323
Future finance charges	(17,903)	(250)
Present value of term loans:-		
- Within 1 year	440	2,524
- Later than 1 year and not later than 2 years	-	549
- Later than 2 years and not later than 5 years	2,090	-
- Later than 5 years	24,568	-
	27,098	3,073

The fair values of term loans are measured using present value technique by discounting the expected future cash flows using observable current market interest rates for similar liabilities (i.e. Level 2). The fair values measured are considered to be reasonably close to the carrying amounts reported as the observable current market interest rates also approximate to the effective interest rates of term loans.

The term loans are subject to loan covenants as stipulated in the facility agreements. The Group has complied with all material financial covenants throughout the financial year ended 30 September 2025.

Notes to the Financial Statements (Cont'd)

For The Financial Year Ended 30 September 2025

13. LEASE LIABILITIES

	Group	
	2025 RM'000	2024 RM'000
Gross lease liabilities:-		
- Within 1 year	2,388	640
- 1 to 5 years	6,581	373
- After 5 years	798	-
Total contractual undiscounted cash flows	9,767	1,013
Future finance charges	(1,132)	(47)
Present value of lease liabilities	<u>8,635</u>	<u>966</u>
Disclosed as:-		
- Current liabilities	2,007	604
- Non-current liabilities	6,628	362
	<u>8,635</u>	<u>966</u>

The incremental borrowing rate applied to lease liabilities as at 30 September 2025 ranged from 4.90% to 5.64% (2024 - 5.64% to 6.64%) per annum.

14. RETIREMENT BENEFITS

The Group operates final salary defined benefits plan with guaranteed lump sum payment at retirement and early retirement for its eligible employees.

The present value of defined benefit obligations is as follows:-

	Group	
	2025 RM'000	2024 RM'000
Balance at 1 October 2024/2023	725	840
Defined benefit costs (Note 19)	564	(49)
Paid during the year	-	(46)
Currency translation differences	18	(20)
Balance at 30 September	<u>1,307</u>	<u>725</u>

The components of defined benefit costs are as follows:-

	Group	
	2025 RM'000	2024 RM'000
Current service cost	315	(62)
Interest expense	13	13
Actuarial loss	236	-
	<u>564</u>	<u>(49)</u>

Notes to the Financial Statements (Cont'd)

For The Financial Year Ended 30 September 2025

14. RETIREMENT BENEFITS (CONT'D)

The principal actuarial assumptions used to determine the present value of the defined benefit obligations are as follows:-

	Group	
	2025	2024
	%	%
Discount rate	1.35	2.43
Future salary growth rate	3.50	3.50

The following table demonstrates the sensitivity analysis of the defined benefit obligations if significant actuarial assumptions at the end of each reporting period changed by one hundred (100) basis points with all other variables held constant:-

	Group	
	Increase/ (Decrease)	Increase/ (Decrease)
	In Profit	In Profit
	2025	2024
	RM'000	RM'000
Increase in discount rate by 1%	87	43
Decrease in discount rate by 1%	(96)	(48)
Increase in expected rate of salary by 1%	100	(51)
Decrease in expected rate of salary by 1%	(92)	46

The weighted average duration of the defined benefit obligations is 7.07 (2024 - 8.05) years.

15. DEFERRED TAX LIABILITIES

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Balance at 1 October 2024/2023	16,545	12,799	7	-
Deferred tax expense relating to origination and reversal of temporary differences (Note 21)	(670)	3,746	-	7
Balance at 30 September	15,875	16,545	7	7

In respect of (deductible)/taxable temporary differences of:-

- Inventories	(3,016)	(3,365)	-	-
- Financial instruments	(1,662)	(2,334)	-	-
- Property, plant and equipment	23,239	23,506	7	7
- Unabsorbed capital allowances	(1,702)	-	-	-
- Unutilised tax losses expiring in year of assessment 2031	(984)	(1,262)	-	-
	15,875	16,545	7	7

Notes to the Financial Statements (Cont'd)

For The Financial Year Ended 30 September 2025

16. DEFERRED INCOME ON GOVERNMENT GRANTS

	Group	
	2025 RM'000	2024 RM'000
Balance at 1 October 2024/2023		5,093
Recognised in profit or loss (Note 19)	(447)	(446)
Balance at 30 September	4,646	5,093

The Group received grants from the Malaysian Investment Development Authority ("MIDA") for modernisation and upgrading of its existing manufacturing activities. The grants covered 50% of the costs of the assets subject to the limits approved.

17. PAYABLES

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Trade payables:-				
- Related parties	-	14,810	-	-
- Unrelated parties	55,249	55,693	-	-
	55,249	70,503	-	-
Other payables:-				
- Director of the Company	-	340	-	-
- Director of a subsidiary	-	314	-	-
- Related party	-	170	-	-
- Subsidiaries	-	-	6,347	12,034
- Unrelated parties	26,551	29,486	648	524
	26,551	30,310	6,995	12,558
	81,800	100,813	6,995	12,558

The currency profiles of payables are as follows:-

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Chinese Yuan	11,428	15,425	-	-
Ringgit Malaysia	29,825	64,533	6,995	12,558
Thai Baht	5,875	5,593	-	-
United States Dollar	33,345	13,584	-	-
Others	1,327	1,678	-	-
	81,800	100,813	6,995	12,558

Payables are generally short-term in nature or repayable on demand and their carrying amounts will approximate to the remaining contractual undiscounted cash flows.

Notes to the Financial Statements (Cont'd)

For The Financial Year Ended 30 September 2025

17. PAYABLES (CONT'D)

Trade Payables

Trade payables are unsecured, non-interest bearing and generally on 30 to 90 (2024 - 30 to 90) days terms.

Other Payables

Other payables are unsecured and non-interest bearing. The amounts owing to directors, a related party and subsidiaries are repayable on demand. The amounts owing to unrelated parties mainly consist of sundry payables for acquisition of plant and equipment, and accruals for operating expenses which are generally due within 30 to 90 (2024 - 30 to 90) days.

18. REVENUE

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Revenue from contracts with customers:-				
- Sale of goods	487,601	487,963	-	-
Revenue from other sources:-				
- Dividend income	-	-	-	7,700
- Management fees	-	-	7,176	7,176
	-	-	7,176	14,876
	487,601	487,963	7,176	14,876

(i) The information on the disaggregation of the Group's revenue is disclosed in Note 26.

The information on the disaggregation of the Company's revenue has not been disclosed as the Company derives revenue mainly from rendering management services to subsidiaries and receiving dividend income from subsidiaries in Malaysia.

(ii) The information about the performance obligations in contracts with customers is summarised below:-

<u>Nature of Goods</u>	<u>Timing and Method of Revenue Recognition</u>	<u>Significant Payment Terms</u>	<u>Variable Considerations</u>	<u>Warranty and Obligation for Returns or Refunds</u>
Sale of goods	When the goods are delivered and accepted by customers	Credit period of 30 to 120 days from invoice date	Not applicable	Not applicable

(iii) The information of the revenue from other sources is summarised below:-

Dividend Income

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

Management Fees

Management fees are recognised in the period in which the services are rendered.

Notes to the Financial Statements (Cont'd)

For The Financial Year Ended 30 September 2025

19. PROFIT/(LOSS) BEFORE TAXATION

Profit/(Loss) before taxation is arrived at after charging/(crediting):-

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Auditors' remuneration:				
- Audit fees:-				
- Crowe Malaysia PLT				
- for the financial year	370	368	78	70
- overprovided in prior years	(9)	-	-	-
- Other auditors	85	29	51	-
- Non-audit fees:-				
- Crowe Malaysia PLT	13	13	13	13
- Member firms of Crowe Malaysia PLT	108	114	10	8
Bad debts written off	-	2	-	-
Depreciation of property, plant and equipment (Note 4)	24,177	23,247	161	79
Depreciation of right-of-use assets (Note 5)	1,703	1,154	-	-
Fair value loss on other investment	764	-	764	-
Impairment loss on trade receivables (Note 9)	3,651	1,770	-	-
Interest expense for financial liabilities that are not at fair value through profit or loss	2,196	1,882	-	-
Interest expense for lease liabilities	293	98	-	-
Inventories written down (Note 8)	725	4,344	-	-
Inventories written off (Note 8)	-	509	-	-
Loss on disposal of plant and equipment	17	331	-	-
Loss/(Gain) on foreign exchange:				
- Realised	5,873	1,469	-	-
- Unrealised	(8,989)	11,022	-	-
Personnel expenses (Note 20)	82,446	72,145	9,412	8,060
Plant and equipment written off (Note 4)	61	352	-	-
Rental expenses	1,643	1,640	-	-
Retirement benefits (Note 14)	564	(49)	-	-
Amortisation of deferred income on government grants (Note 16)	(447)	(446)	-	-
Bad debts recovered	-	(65)	-	-
Bargain purchase from acquisition of a subsidiary	-	(100)	-	-
Dividend income	-	-	-	(7,700)
Gain on lease derecognition	(24)	-	-	-
Gain on lease modifications	-	(212)	-	-
Insurance claim	-	(114)	-	-
Interest income for financial assets that are not at fair value through profit or loss	(669)	(433)	(64)	(65)
Rental income	(525)	(219)	-	-
Reversal of impairment loss on investments in subsidiaries (Note 6)	-	-	-	(5,000)
Reversal of impairment loss on plant and equipment (Note 4)	-	(2,659)	-	-
Reversal of impairment loss on trade receivables (Note 9)	-	(359)	-	-
Reversal of inventories written down (Note 8)	(1,680)	(297)	-	-

Notes to the Financial Statements (Cont'd)

For The Financial Year Ended 30 September 2025

20. PERSONNEL EXPENSES (INCLUDING DIRECTORS' REMUNERATION)

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Executive directors:-				
- Salaries, bonuses, allowances and other benefits	6,411	5,704	6,411	5,704
- Defined contribution plans	739	637	739	637
- Share-based payments	8	-	8	-
	7,158	6,341	7,158	6,341
Non-executive directors:-				
- Fees	324	324	324	324
- Allowances	29	29	29	29
- Share-based payments	4	-	4	-
	357	353	357	353
	7,515	6,694	7,515	6,694
Other employees:-				
- Salaries, bonuses, allowances and other benefits	70,143	62,045	1,682	1,201
- Defined contribution plans	4,054	3,406	213	165
- Share-based payments	734	-	2	-
	74,931	65,451	1,897	1,366
	82,446	72,145	9,412	8,060

21. INCOME TAX EXPENSE

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Tax based on results for the financial year:-				
- Current tax	8,910	10,336	92	94
- Deferred tax (Note 15)	(670)	3,746	-	7
	8,240	14,082	92	101
Tax overprovided in prior year:-				
- Current tax	(7)	(16)	-	(2)
	8,233	14,066	92	99

Notes to the Financial Statements (Cont'd)

For The Financial Year Ended 30 September 2025

21. INCOME TAX EXPENSE (CONT'D)

The numerical reconciliation between the applicable tax rate, which is the statutory income tax rate, and the average effective tax rate on results for the financial year is as follows:-

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Profit/(Loss) before taxation	25,603	57,007	(4,136)	10,658
Tax at the statutory tax rate of 24% (2024 - 24%)	6,145	13,682	(993)	2,558
Non-deductible expenses	2,645	4,938	1,085	593
Non-taxable income	(132)	(4,138)	-	(3,050)
Increase in unrecognised deferred tax assets	293	538	-	-
Utilisation of deferred tax assets not recognised in prior years	(22)	(605)	-	-
Differential in tax rates of foreign subsidiaries	(584)	(249)	-	-
Tax relief	(105)	(84)	-	-
Current tax overprovided in prior year	(7)	(16)	-	(2)
	8,233	14,066	92	99

The future availability of deductible temporary differences and unutilised tax credits for which no deferred tax assets have been recognised are as follows:-

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Property, plant and equipment	10,332	12,849	-	-
Unabsorbed capital allowances	22,663	20,269	-	-
Unutilised tax losses expiring in:-				
- year of assessment 2028	184	184	-	-
- year of assessment 2030	1,046	1,046	-	-
- year of assessment 2031	1,767	1,767	-	-
- year of assessment 2032	10,379	10,379	-	-
- year of assessment 2033	13,685	13,685	-	-
- year of assessment 2034	5,396	5,396	-	-
- year of assessment 2035	1,657	-	-	-
Inventories	634	1,054	-	-
Trade receivables	413	413	-	-
Others	838	824	-	-
	68,994	67,866	-	-

Certain comparative figures have been restated to reflect the revised tax losses carry-forward and other temporary differences available to the Group.

Based on the current legislation, unutilised tax losses up to the year of assessment 2018 can be carried forward until the year of assessment 2028 and the unutilised tax losses for 2019 onwards are allowed to be utilised for 10 consecutive years of assessment immediately following that year of assessment; whereas, the unabsorbed capital allowances are allowed to be carried forward indefinitely.

Notes to the Financial Statements (Cont'd)

For The Financial Year Ended 30 September 2025

22. EARNINGS PER SHARE

The earnings per share is calculated by dividing the Group's profit attributable to the owners of the Company for the financial year by the weighted average number of ordinary shares in issue during the financial year as follows:-

	Group	
	2025	2024
Profit attributable to Owners of the Company for the financial year (RM'000)	17,109	42,749
Number of shares in issue at 1 October 2024/2023 ('000)	524,863	515,829
Effect of shares issued pursuant to ESGS, ESOS and Warrants ('000)	909	2,554
Weighted average number of shares for computing basic earnings per share ('000)	525,772	518,383
Number of shares under ESGS, ESOS and Warrants deemed to have been issued for no consideration ('000)	23,151	6,657
Weighted average number of shares for computing diluted earnings per share ('000)	548,923	525,040
Basic earnings per share (sen)	3.25	8.25
Diluted earnings per share (sen)	3.12	8.14

23. DIVIDENDS

	Group and Company	
	2025	2024
	RM'000	RM'000
In respect of the financial year ended 30 September 2024:		
- First interim single tier dividend of 1 sen per ordinary share	-	5,210
- Second interim single tier dividend of 1 sen per ordinary share	5,252	-

24. NOTES TO THE STATEMENTS OF CASH FLOWS

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Purchase of Property, Plant and Equipment				
Cost of property, plant and equipment purchased (Note 4)	63,009	25,469	6	805
Amount financed through hire purchase	(12,339)	(7,654)	-	-
Net cash disbursed	50,670	17,815	6	805
Acquisition of Right-of-use Assets				
Cost of right-of-use assets acquired (Note 5)	9,510	550	-	-
Acquisition by means of leases	(9,510)	(550)	-	-
Net cash disbursed	-	-	-	-

Notes to the Financial Statements (Cont'd)

For The Financial Year Ended 30 September 2025

24. NOTES TO THE STATEMENTS OF CASH FLOWS (CONT'D)

	Group	2025 RM'000	2024 RM'000	Company	2025 RM'000	2024 RM'000
Bankers' Acceptances						
Balance at 1 October 2024/2023		1,597	-		-	-
Net cash flow changes		128	1,597		-	-
Balance at 30 September (Note 12)		1,725	1,597		-	-
Hire Purchase Payables						
Balance at 1 October 2024/2023		18,153	17,925		-	-
Additions		12,339	8,367		-	-
Repayment		(8,963)	(8,139)		-	-
Balance at 30 September (Note 12)		21,529	18,153		-	-
Lease Liabilities						
Balance at 1 October 2024/2023		966	3,025		-	-
Additions		9,510	550		-	-
Derecognition		(306)	-		-	-
Modifications		58	(1,445)		-	-
Repayment		(1,593)	(1,164)		-	-
Balance at 30 September (Note 13)		8,635	966		-	-
Revolving Credits						
Balance at 1 October 2024/2023		5,000	8,000		-	-
Net cash flow changes		4,000	(3,000)		-	-
Balance at 30 September (Note 12)		9,000	5,000		-	-
Term Loans						
Balance at 1 October 2024/2023		3,073	7,381		-	-
Additions		26,658	-		-	-
Repayment		(2,633)	(4,308)		-	-
Balance at 30 September (Note 12)		27,098	3,073		-	-
Trust Receipt						
Balance at 1 October 2024/2023		583	-		-	-
Net cash flow changes		(18)	583		-	-
Balance at 30 September (Note 12)		565	583		-	-

Notes to the Financial Statements (Cont'd)

For The Financial Year Ended 30 September 2025

25. RELATED PARTY DISCLOSURES

Significant transactions with related parties during the financial year are as follows:-

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Other key management personnel compensation:-				
- Salaries, bonuses, allowances and other benefits	4,224	4,383	739	610
- Defined contribution plans	442	427	95	79
- Share-based payments	692	-	2	-
	5,358	4,810	836	689
Dividend income received from subsidiaries	-	-	-	7,700
Management fees charged to subsidiaries	-	-	7,176	7,176
Rental expense charged by a director	60	60	-	-

26. SEGMENT REPORTING

Group

Operating Segments

For management purposes, the Group organised business segments based on their products and services and has the following reportable operating segments:-

- (i) Precision Engineering : Manufacture of high volume precision components and tools including design, other related activities and incidental services.
- (ii) Personal Protective Equipment : Manufacture of personal protective equipment and medical related materials, components, devices or products and other related activities.

The accounting policies and measurement bases of the segment items reported are the same as those disclosed in Note 2. Transfer prices between operating segments are on an arm's length basis in a manner similar to transactions with unrelated parties.

2025	Precision Engineering RM'000	Personal Protective Equipment RM'000	Total RM'000
Revenue	487,547	54	487,601
Represented by:-			
<u>Revenue recognised at a point of time</u>			
- Sale of goods	487,547	54	487,601
Results			
Segment profit/(loss)	17,470	(100)	17,370

Notes to the Financial Statements (Cont'd)

For The Financial Year Ended 30 September 2025

26. SEGMENT REPORTING (CONT'D)

Group (Cont'd)

Operating Segments (Cont'd)

2025	Precision Engineering RM'000	Personal Protective Equipment RM'000	Total RM'000
Results (Cont'd)			
Segment profit/(loss) includes the followings:-			
Amortisation of deferred income on government grants	(289)	(158)	(447)
Depreciation of property, plant and equipment	24,087	90	24,177
Depreciation of right-of-use assets	1,703	-	1,703
Fair value loss on other investment	764	-	764
Loss/(Gain) on disposal of plant and equipment	312	(295)	17
Gain on lease derecognition	(24)	-	(24)
Impairment loss on trade receivables	3,651	-	3,651
Interest expense	2,185	304	2,489
Interest income	(661)	(8)	(669)
Inventories written down	725	-	725
Personnel expenses	82,324	122	82,446
Plant and equipment written off	61	-	61
Realised loss on foreign exchange	5,873	-	5,873
Retirement benefits	564	-	564
Reversal of inventories written down	(1,680)	-	(1,680)
Unrealised gain on foreign exchange	(8,989)	-	(8,989)
Assets			
Segment assets	605,833	3,429	609,262
Additions to non-current assets other than financial instruments:-			
Property, plant and equipment	63,009	-	63,009
Right-of-use assets	9,510	-	9,510
Liabilities			
Segment liabilities	168,943	5,547	174,490

Notes to the Financial Statements (Cont'd)

For The Financial Year Ended 30 September 2025

26. SEGMENT REPORTING (CONT'D)

Group (Cont'd)

Operating Segments (Cont'd)

2024	Precision Engineering RM'000	Personal Protective Equipment RM'000	Total RM'000
Revenue	486,281	1,682	487,963
Represented by:-			
<u>Revenue recognised at a point of time</u>			
- Sale of goods	486,281	1,682	487,963
Results			
Segment profit/(loss)	45,661	(2,720)	42,941
Segment profit/(loss) includes the following:-			
Amortisation of deferred income on government grants	(288)	(158)	(446)
Bad debts recovered	(61)	(4)	(65)
Bad debts written off	-	2	2
Depreciation of property, plant and equipment	22,843	404	23,247
Depreciation of right-of-use assets	1,154	-	1,154
Gain on lease modification	(212)	-	(212)
Impairment loss on trade receivables	1,755	15	1,770
Insurance claim	(114)	-	(114)
Interest expense	1,450	530	1,980
Interest income	(430)	(3)	(433)
Inventories written down	4,297	47	4,344
Inventories written off	-	509	509
Loss on disposal of plant and equipment	331	-	331
Personnel expenses	72,085	60	72,145
Plant and equipment written off	352	-	352
Realised loss on foreign exchange	1,467	2	1,469
Retirement benefits	(49)	-	(49)
Reversal of impairment loss on plant and equipment	(2,659)	-	(2,659)
Reversal of impairment loss on trade receivables	(356)	(3)	(359)
Reversal of inventories written down	(297)	-	(297)
Unrealised loss/(gain) on foreign exchange	11,023	(1)	11,022
Assets			
Segment assets	576,564	2,502	579,066
Additions to non-current assets other than financial instruments:-			
Property, plant and equipment	25,455	14	25,469
Right-of-use assets	550	-	550
Liabilities			
Segment liabilities	150,866	6,590	157,456

Notes to the Financial Statements (Cont'd)

For The Financial Year Ended 30 September 2025

26. SEGMENT REPORTING (CONT'D)

Group (Cont'd)

Geographical Information

In presenting information about geographical areas, segment revenue is based on the geographical location of customers whereas segment assets are based on the geographical location of assets.

	Group Revenue		Group Non-current Assets	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
China	47,300	67,009	8,964	-
Malaysia	106,594	104,955	279,045	242,597
Philippines	70,374	54,360	-	-
Thailand	172,068	149,032	44,420	40,762
Others	91,265	112,607	-	-
	487,601	487,963	332,429	283,359

Major Customers

The major customers that contributed 10% or more of the Group's total revenue are as follows:-

	Group Revenue		Segment
	2025	2024	
	RM'000	RM'000	
Customer I ^(a)	105,015	103,717	Precision engineering
Customer II ^(a)	59,485	71,663	Precision engineering
Customer III ^(a)	-	53,381	Precision engineering

^(a) The identity of the major customer has not been disclosed as permitted by MFRS 8 Operating Segments.

27. COMMITMENT FOR PURCHASE OF PROPERTY, PLANT AND EQUIPMENT

	Group	
	2025	2024
	RM'000	RM'000
Contracted but not provided for	7,010	7,001

Notes to the Financial Statements (Cont'd)

For The Financial Year Ended 30 September 2025

28. FINANCIAL GUARANTEE CONTRACTS

The Company has entered into financial guarantee contracts to provide financial guarantees to financial institutions for credit facilities granted to certain subsidiaries up to a total limit of approximately RM278,727,000 (2024 - RM271,167,000). The contractual undiscounted cash flows on demand from these credit facilities as at 30 September 2025 amounted to approximately RM63,251,000 (2024 - RM30,039,000).

The aforementioned financial guarantee contracts should have been recognised in the statements of financial position in accordance with the recognition and measurement policies as stated in Note 2.10. All of the financial guarantee contracts are considered to be performing, have low risks of default and historically there were no instances where these financial guarantee contracts were called upon by the parties of which the financial guarantee contracts were issued to. Accordingly, no loss allowances were identified based on 12-month expected credit losses. The financial guarantee contracts have not been recognised as the fair values on initial recognition are not expected to be material.

29. FINANCIAL RISK MANAGEMENT

The activities of the Group expose it to certain financial risks, including credit risk, liquidity risk, currency risk and interest rate risk. The overall financial risk management objective of the Group is to ensure that adequate financial resources are available for business development whilst minimising the potential adverse impacts of financial risks on its financial position, performance and cash flows.

The aforementioned financial risk management objective and its related policies and processes explained below have remained unchanged from the previous financial year.

Credit Risk

The Group's exposure to credit risk arises mainly from receivables and deposits placed with financial institutions. The maximum credit risk exposure of these financial assets is best represented by their respective carrying amounts in the statements of financial position. The Company is also exposed to credit risk in respect of its financial guarantees provided for credit facilities granted to certain subsidiaries. The maximum credit risk exposure of these financial guarantees is the contractual undiscounted cash flows of the credit facilities granted as disclosed in Note 28.

The Group manages its credit risk exposure of receivables by assessing counterparties' financial standings on an ongoing basis, setting and monitoring counterparties' limits and credit terms. The quantitative information about such credit risk exposure is disclosed in Note 9. As the Group only deals with reputable financial institutions, the credit risk associated with deposits placed with them is low.

Liquidity Risk

The Group's exposure to liquidity risk relates to its ability to meet obligations associated with financial liabilities as and when they fall due. The remaining contractual maturities of financial liabilities are disclosed in their respective notes.

In addition, the Company's liquidity risk exposure resulting from the financial guarantee contracts is disclosed in Note 28, representing the contractual undiscounted cash flows of the credit facilities by its subsidiaries as at the end of the reporting period.

The Group practises prudent liquidity risk management to minimise the mismatch of financial assets and liabilities whilst maintaining sufficient cash and the availability of funding through standby credit facilities.

Notes to the Financial Statements (Cont'd)

For The Financial Year Ended 30 September 2025

29. FINANCIAL RISK MANAGEMENT (CONT'D)

Currency Risk

The Group's exposure to currency risk arises mainly from transactions entered into in currencies other than its functional currencies, i.e. Ringgit Malaysia ("RM"), Thai Baht ("THB") and Chinese Yuan ("CNY"). The major foreign currencies transacted are Euro ("EUR") and United States Dollar ("USD"), and the gross carrying amounts of foreign currency denominated monetary items at the end of the reporting period are receivables (Note 9), cash and cash equivalents (Note 10) and payables (Note 17).

The Group observes the movements in exchange rates and acts accordingly to minimise its exposure to currency risk. Where necessary, the Group enters into derivative contracts to hedge the exposure. Such exposure is also partly mitigated in the following ways:-

- (i) The Group's foreign currency sales and purchases provide a natural hedge against fluctuations in foreign currencies.
- (ii) The Group maintains part of its cash and cash equivalents in foreign currency accounts to meet future obligations in foreign currencies.

Based on a symmetric basis which uses the foreign currency as a stable denominator, the following table demonstrates the sensitivity of profit or loss (and equity) to changes in exchange rates that were reasonably possible at the end of the reporting period, with all other variables held constant:-

	Group	
	Increase/ (Decrease) in Profit 2025 RM'000	Increase/ (Decrease) in Profit 2024 RM'000
Appreciation of EUR against RM by 10%	1,635	1,529
Depreciation of EUR against RM by 10%	(1,635)	(1,529)
Appreciation of USD against RM by 10%	4,109	6,948
Depreciation of USD against RM by 10%	(4,109)	(6,948)

Interest Rate Risk

The Group's exposure to interest rate risk arises mainly from interest-bearing financial instruments, namely term deposits, loans and borrowings and lease liabilities.

The Group observes the movements in interest rates and always strives to obtain the most favourable rates available for new financing or during repricing. It is also the Group's practice to maintain a mix of fixed and floating rate financial instruments.

As the Group does not account for its fixed rate financial instruments at fair value through profit or loss, any change in interest rates at the end of the reporting period would not affect its profit or loss (and equity). For floating rate financial instruments measured at amortised cost, the following table demonstrates the sensitivity of profit or loss (and equity) to changes in interest rates that were reasonably possible at the end of the reporting period, with all other variables held constant:-

	Group	
	(Decrease)/ Increase in Profit 2025 RM'000	(Decrease)/ Increase in Profit 2024 RM'000
Increase in interest rate by 100 basis points	(274)	(61)
Decrease in interest rate by 100 basis points	274	61

Notes to the Financial Statements (Cont'd)

For The Financial Year Ended 30 September 2025

30. CAPITAL RISK MANAGEMENT

The overall capital management objective of the Group is to safeguard its ability to continue as a going concern so as to provide fair returns to owners and benefits to other stakeholders. In order to meet this objective, the Group always strives to maintain an optimal capital structure to reduce the cost of capital and sustain its business development.

The Group considers its total equity and total loans and borrowings to be the key components of its capital structure and may, from time to time, adjust the dividend payouts, purchase own shares, issue new shares, sell assets, raise or redeem debts, where necessary, to maintain an optimal capital structure.

The Group monitors capital using a debt-to-equity ratio. The debt-to-equity ratio is calculated as net debt divided by total equity. The Group includes within net debt, loans and borrowings from financial institutions less cash and cash equivalents. Capital includes equity attributable to the owners of the parent and non-controlling interest. The debt-to-equity ratio of the Group at the end of the reporting period are as follows:-

	Group	
	2025 RM'000	2024 RM'000
Loans and borrowings (Note 12)	59,917	28,406
Lease liabilities (Note 13)	8,635	966
Total borrowings	68,552	29,372
Less: Cash and cash equivalents (Note 10)	(59,779)	(62,473)
Net debt/(Net cash)	8,773	(33,101)
Total equity	434,772	421,610
Debt-to-equity ratio	0.02	- *

* Not applicable as the Group's cash and cash equivalents exceed its total borrowings.

The aforementioned capital management objective, policies and processes have remained unchanged from the previous financial year.

31. FINANCIAL INSTRUMENTS

Classification of Financial Instruments

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Financial Assets				
Fair Value Through Profit or Loss				
Other investment (Note 7)	2,237	-	2,237	-
Amortised Cost				
Receivables (Note 9)	139,733	157,048	89,144	106,109
Cash and cash equivalents (Note 10)	59,779	62,473	10,256	11,164
	199,512	219,521	99,400	117,273

Notes to the Financial Statements (Cont'd)

For The Financial Year Ended 30 September 2025

31. FINANCIAL INSTRUMENTS (CONT'D)

Classification of Financial Instruments (Cont'd)

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Financial Liabilities				
<u>Amortised Cost</u>				
Loans and borrowings (Note 12)	59,917	28,406	-	-
Payables (Note 17)	81,800	100,813	6,995	12,558
	141,717	129,219	6,995	12,558

Gains or Losses Arising From Financial Instruments

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Financial Assets				
<u>Fair Value Through Profit or Loss</u>				
Net loss recognised in profit or loss	764	-	764	-
<u>Amortised Cost</u>				
Net (gains)/losses recognised in profit or loss	(2,726)	16,346	(64)	(65)
Financial Liabilities				
<u>Amortised Cost</u>				
Net losses/(gains) recognised in profit or loss	4,788	(1,058)	-	-
Fair Value Information				

The fair values of the financial assets and financial liabilities of the Group and of the Company which are maturing within the next 12 months approximated their carrying amounts due to the relatively short-term maturity of the financial instruments or repayable on demand terms.

The fair values of loans and borrowings that carry fixed interest rates approximated their carrying amounts as the impact of discounting is not material.

The fair values of term loans that carry floating interest rates approximated their carrying amounts as they are repriced to market interest rates on or near the reporting date.

The fair values of unquoted equity investments were measured using the adjusted net asset method which involved deriving the fair values of the investee's equity instruments by reference to the fair values of their assets and liabilities (i.e. Level 3). There were no transfers between level 1, level 2 and level 3 during the financial year.

32. SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR

- (i) On 14 January 2025, Notion International (M) Sdn. Bhd. incorporated a wholly owned subsidiary, Notion Precision Technology (Dongguan) Co. Ltd in China.
- (ii) Notion Industrial Technology (Dongguan) Limited ("NITD"), an indirect owned dormant subsidiary of the Company duly incorporated in China, had submitted an application for striking off to the State Administration for Market Regulation ("SAMR"), China. NITD had been successfully struck off from the Register of Companies in China pursuant to the notice dated 29 May 2025 issued by SAMR.
- (iii) On 6 February 2025, the Group entered into a Sale and Purchase Agreement with a third party to acquire a piece of freehold land for a total purchase consideration of RM29,620,800. The acquisition was completed on 15 May 2025.

LIST OF PROPERTIES

AS AT 30 SEPTEMBER 2025

Location	Approximate Age of Properties (years)	Date of Acquisition / Completion	Land Area (sq ft)	Tenure	Net Book Value (RM)
1 1/2 Storey Semi-Detached Light Industrial Factory held under HS(M) No.22229, PT No.27966, Mukim Kapar, Daerah Klang Address: No. 11, Jalan Teruntum 20 KU/08, Jalan Teratai, Batu 5 1/2, Jalan Meru, 41050 Klang	21	26 February 2004	7,653	Freehold	417,267
1 1/2 Storey Semi-Detached Light Industrial Factory held under HS(M) No.22230, PT No.27967, Mukim Kapar, Daerah Klang Address: No. 11A, Jalan Teruntum 20 KU/08, Jalan Teratai, Batu 5 1/2, Jalan Meru, 41050 Klang	21	26 February 2004	7,653	Freehold	417,267
3 Storey Office Building with Factory Building held under HS(D) No.13321, PT No.371 & HS(D) No.22781, PT No.10649, Mukim Kapar, Daerah Klang Address: Lot 6123, Jalan Haji Salleh, Batu 5 1/2, Jalan Meru, 41050 Klang, Selangor	20	10 August 2006	304,988	Freehold	49,042,027
Factory Buildings under the land title deed no.9845, Lot No.112, Survey Page No.623, Khan Ham Sub District, U Thai District, Ayutthaya Province, Thailand Address: No. 1/48, Rojana Industrial Park Moo 5, Tambol Kanham, Amphur U-Thai. Pranakorn Sri Ayutthaya, 13210, Thailand	28	2 October 2009	262,937	Freehold	16,157,761
1 1/2 Storey light industrial factory held under HS(M) No.19364, PT No.24009, Mukim Kapar, Daerah Klang Address: No. 27, Jalan Keledang 9, Off Jalan Meru, 41050 Klang, Selangor	29	7 August 2025	1,959	Freehold	478,363
1 1/2 Storey light industrial factory held under HS(M) No.19366, PT No.24011, Mukim Kapar, Daerah Klang Address: No. 31, Jalan Keledang 9, Off Jalan Meru, 41050 Klang, Selangor	29	28 January 2010	1,959	Freehold	159,111
1 1/2 Storey light industrial factory held under HS(M) No.19373, PT No.24018, Mukim Kapar, Daerah Klang Address: No. 45, Jalan Keledang 9, Off Jalan Meru, 41050 Klang, Selangor	29	28 January 2010	1,970	Freehold	159,111

List of Properties (Cont'd)

As at 30 September 2025

Location	Approximate Age of Properties (years)	Date of Acquisition / Completion	Land Area (sq ft)	Tenure	Net Book Value (RM)
1 1/2 Storey light industrial factory held under HS(M) No.19374, PT No.24019, Mukim Kapar, Daerah Klang Address: No. 47, Jalan Keledang 9, Off Jalan Meru, 41050 Klang, Selangor	29	28 January 2010	1,970	Freehold	159,111
1 1/2 Storey light industrial factory held under HS(M) No.19375, PT No.24020, Mukim Kapar, Daerah Klang Address: No. 49, Jalan Keledang 9, Off Jalan Meru, 41050 Klang, Selangor	29	28 January 2010	1,970	Freehold	159,112
1 1/2 Storey light industrial factory held under HS(M) No.19376, PT No.24021, Mukim Kapar, Daerah Klang Address: No. 51, Jalan Keledang 9, Off Jalan Meru, 41050 Klang, Selangor	29	28 January 2010	3,197	Freehold	318,222
2 Storey Office Building with Factory Building held under HS(D) No.22776, PT No.10644, Mukim Kapar, Daerah Klang Address: Lot 6123, Jalan Haji Salleh, Batu 5 1/2, Jalan Meru, 41050 Klang, Selangor	29	29 April 2010	108,931	Freehold	3,593,700
1 1/2 Storey light industrial factory held under HS(M) No.19372, PT No.24017, Mukim Kapar, Daerah Klang Address: No. 43, Jalan Keledang 9, Off Jalan Meru, 41050 Klang, Selangor	29	8 February 2012	1,970	Freehold	188,344
1 1/2 Storey light industrial factory held under HS(M) No.19367, PT No.24012, Mukim Kapar, Daerah Klang Address: No. 33, Jalan Keledang 9, Off Jalan Meru, 41050 Klang, Selangor	29	5 July 2024	1,959	Freehold	476,248
1 1/2 Storey light industrial factory held under HS(M) No.19368, PT No.24013, Mukim Kapar, Daerah Klang Address: No. 35, Jalan Keledang 9, Off Jalan Meru, 41050 Klang, Selangor	29	5 July 2024	1,959	Freehold	476,248

List of Properties (Cont'd)

As at 30 September 2025

Location	Approximate Age of Properties (years)	Date of Acquisition / Completion	Land Area (sq ft)	Tenure	Net Book Value (RM)
1 Storey Factory with a 2 Storey Office held under HS(D) No.135933, PT No.52829, Mukim Kapar, Daerah Klang Address: Lot 6071, Jalan Haji Manan, Batu 5 1/2, Off Jalan Meru, 41050 Klang, Selangor	33	13 March 2012	283,952	Freehold	16,249,900
1 Storey Industrial Lot, Sri Ayutthaya Address: 63, Tambon Thanu, Amphur Uthai, Pra Nakhon Sri Ayutthaya Province	31	11 August 2016	92,311	Freehold	3,364,853
2 Storey Industrial Lot, Sri Ayutthaya Address: 40 Moo 4 Tambon U-Thai, Amphur Uthai, Pra Nakhon Sri Ayutthaya Province	18	3 May 2018	163,439	Freehold	9,276,705
1 plot of Industrial Land, Johor Bahru Address: Plot 4, HSD No.547617, PTD No.200311, Mukim Pulai, Johor Bahru	N/A	28 February 2018	136,583	Freehold	11,572,565
2 Storey Industrial Lot held under HS(D) No.136953, PT No.66487, Mukim Kapar, Daerah Klang Address: No. 2, Jalan Haji Abdul Manan 3/KU8, 41050 Klang, Selangor	8	31 July 2018	41,591	Freehold	6,517,668
1 Agricultural Land, Negeri Pahang Address: Geran Mukim 886, Lot 8233, Mukim Bentong Daerah Bentong, Negeri Pahang	N/A	4 June 2024	355,284	Freehold	1,722,499
1 Agricultural Land, Negeri Pahang Address: Geran Mukim 7057, Lot 4758, Mukim Gali Daerah Raub, Negeri Pahang	N/A	3 September 2024	183,826	Freehold	415,630
1 Vacant Land under Geran 45736, Lot 6079, Mukim Kapar, Daerah Klang Address: Lot 6079, Jalan Abdul Manan 1, 41050 Klang, Selangor	N/A	15 May 2025	435,325	Freehold	31,069,988
TOTAL					152,391,700

ANALYSIS OF SHAREHOLDINGS

AS AT 31 DECEMBER 2025

SHAREHOLDINGS

Issued Shares	:	525,994,233 ordinary shares
Class of Shares	:	Ordinary shares
Voting Rights	:	Every member of the Company, present in person and entitled to vote, or by proxy or by attorney or other duly authorised representative, shall have on a show of hands, one (1) vote or on a poll, one (1) vote for each ordinary share held
Number of shareholders	:	13,864

ANALYSIS BY SIZE OF HOLDINGS

Size of Holdings	No. of Holders	%	No. of Shares	%
1 - 99	1,185	8.547	50,897	0.010
100 - 1,000	2,327	16.785	1,348,382	0.256
1,001 - 10,000	6,408	46.220	33,139,568	6.300
10,001 - 100,000	3,469	25.022	109,004,936	20.724
100,001 - 26,299,710 [*]	475	3.426	382,450,450	72.710
26,299,711 and above [**]	0	0	0	0
TOTAL	13,864	100.000	525,994,233	100.000

Remark:

- * - Less than 5% of issued shares
- ** - 5% and above of issued shares

DIRECTORS' SHAREHOLDINGS

ACCORDING TO THE REGISTER OF DIRECTORS' SHAREHOLDINGS AS AT 31 DECEMBER 2025

No.	Name	No. of Shares held as at 31 December 2025			
		Direct	%	Indirect	%
1.	THOO CHOW FAH	19,871,301	3.778	1,582,962 [1]	0.301
2.	CHOO WING HONG	35,892,939	6.824	-	-
3.	CHOO WING ONN	30,737,766	5.844	-	-
4.	LEE TIAN YOKE	15,279,346	2.905	-	-
5.	CHOO WING YEW	8,299,887	1.578	-	-
6.	TEH SU-CHING	5,000	0.001	-	-
7.	DATO' ABU BAKAR BIN MOHD NOR	41,689	0.008	-	-
8.	ALVIN VONG CHEN WENG	50	0.000	-	-

Remark:

- [1] - Deemed interested in shares held by his spouse, Choo Wai Sook, pursuant to Section 59(11)(c) of the Companies Act 2016

SUBSTANTIAL SHAREHOLDERS

No.	Name	No. of Shares	%
1.	CHOO WING HONG	35,892,939	6.824
2.	CHOO WING ONN	30,737,766	5.844

Analysis of Shareholdings (Cont'd)

As at 31 December 2025

LIST OF TOP 30 SHAREHOLDERS

No.	Name	No. of Shares	%
1.	CHOO WING HONG	25,892,939	4.922
2.	THOO CHOW FAH	19,871,301	3.778
3.	CHOO WING ONN	18,545,766	3.525
4.	WANDEERFULL PROPERTY & DEVELOPMENT SDN BHD	17,094,800	3.249
5.	LEE TIAN YOKE	15,279,346	2.905
6.	TAN PAU SON	13,067,800	2.484
7.	RHB CAPITAL NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR CHOO WING ONN	12,192,000	2.317
8.	CIMB GROUP NOMINEES (TEMPATAN) SDN BHD CIMB COMMERCE TRUSTEE BERHAD FOR KENANGA SHARIAH GROWTH OPPORTUNITIES FUND (50156 TR01)	10,626,400	2.020
9.	CHOO WING LEONG	7,691,665	1.462
10.	DB (MALAYSIA) NOMINEE (TEMPATAN) SENDIRIAN BERHAD DEUTSCHE TRUSTEES MALAYSIA BERHAD FOR EASTSPRING INVESTMENTSSMALL-CAP FUND	6,203,500	1.179
11.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD KUMPULAN WANG PERSARAAN (DIPERBADANKAN) (UOB AM SC EQ)	5,936,300	1.128
12.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD KUMPULAN WANG PERSARAAN (DIPERBADANKAN) (MYBK AM SC E)	5,312,600	1.010
13.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (UOBESGSCEQ)	5,300,000	1.007
14.	RHB CAPITAL NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR CHOO WING HONG	5,000,000	0.950
15.	RHB CAPITAL NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR CHOO WING HONG	5,000,000	0.950
16.	CITIGROUP NOMINEES (ASING) SDN BHD EXEMPT AN FOR CITIBANK NEW YORK (NORGES BANK 14)	4,955,600	0.942
17.	CHOO WING KIN	4,329,550	0.823
18.	CHOO WING YEW	4,317,800	0.820
19.	CIMB GROUP NOMINEES (TEMPATAN) SDN BHD EXEMPT AN FOR PETROLIAM NASIONAL BERHAD (ACF-KENANGA-EQ)	4,198,700	0.798
20.	PAUSON CORPORATION SDN BHD	4,118,300	0.782
21.	CIMSEC NOMINEES (TEMPATAN) SDN BHD CIMB FOR LAI MING CHUN @ LAI POH LIN (PB)	3,950,000	0.750
22.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (KENANGAESG)	3,699,000	0.703
23.	AMANAHRAYA TRUSTEES BERHAD PMB DANA AL-AIMAN	3,500,000	0.665
24.	CHOO WING YEW	3,232,087	0.614
25.	CIMB GROUP NOMINEES (TEMPATAN) SDN BHD CIMB COMMERCE TRUSTEE BERHAD - KENANGA PREMIER FUND	2,800,000	0.532
26.	CARTABAN NOMINEES (TEMPATAN) SDN BHD ICAPITAL.BIZ BERHAD	2,698,200	0.512
27.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (EASTSPRINGESG)	2,653,000	0.504
28.	CIMB GROUP NOMINEES (TEMPATAN) SDN BHD EXEMPT AN FOR PETROLIAM NASIONAL BERHAD (KIB)	2,602,500	0.494
29.	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR YEOH LEE PENG (T MUTIARA-CL)	2,500,000	0.475
30.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (MBBESGSCEQ)	2,500,000	0.475
		225,069,154	42.789

ANALYSIS OF WARRANT HOLDINGS

AS AT 31 DECEMBER 2025

WARRANTS-D HOLDINGS

No. of Warrants-D in issue	:	51,222,337
Exercise price of the Warrants-D	:	RM0.445
Issue date of the Warrants-D	:	8 May 2024
Expiry date of the Warrants-D	:	7 May 2029

ANALYSIS BY SIZE OF WARRANT HOLDINGS

Size of Holdings	No. of Holders	%	No. of Warrants	%
1 - 99	2,675	33.438	66,128	0.129
100 - 1,000	3,422	42.775	1,418,784	2.770
1,001 - 10,000	1,408	17.600	5,059,594	9.878
10,001 - 100,000	432	5.400	13,752,418	26.848
100,001 - 2,561,115 [*]	61	0.762	18,346,093	35.817
2,561,116 and above [**]	2	0.025	12,579,320	24.558
TOTAL	8,000	100.000	51,222,337	100.000

Remark:

- * - Less than 5% of issued warrants
- ** - 5% and above of issued warrants

DIRECTORS' WARRANT HOLDINGS

ACCORDING TO THE WARRANT HOLDERS AS AT 31 DECEMBER 2025

No.	Name	No. of Warrants held as at 31 December 2025			
		Direct	%	Indirect	%
1.	THOO CHOW FAH	-	-	-	-
2.	CHOO WING HONG	-	-	-	-
3.	CHOO WING ONN	-	-	-	-
4.	LEE TIAN YOKE	-	-	-	-
5.	CHOO WING YEW	75,000	0.146	-	-
6.	TEH SU-CHING	500	0.001	-	-
7.	DATO' ABU BAKAR BIN MOHD NOR	4,168	0.008	-	-
8.	ALVIN VONG CHEN WENG	5	0.000	-	-

Analysis of Warrant Holdings (Cont'd)

As at 31 December 2025

LIST OF TOP 30 WARRANT HOLDERS

No.	Name	Holdings	%
1.	TAN PAU SON	9,009,320	17.588
2.	PAUSON CORPORATION SDN BHD	3,570,000	6.969
3.	THO SIEW WAH	1,856,000	3.623
4.	ER SOON PUAY	1,739,400	3.395
5.	WANDEERFULL PROPERTY & DEVELOPMENT SDN BHD	1,338,700	2.613
6.	NUSANTARA FOOD SDN BHD	1,078,100	2.104
7.	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR TEY YAO DONG (MY4293)	859,000	1.677
8.	CHONG YEH MEI	673,700	1.315
9.	CHOO WING LEONG	471,766	0.921
10.	CHEN KENG SEONG	416,300	0.812
11.	LIEW AI LING	390,000	0.761
12.	NIK ANIS AMINEE BIN NIK MOHAMED	320,500	0.625
13.	KENANGA NOMINEES (TEMPATAN) SDN BHD RAKUTEN TRADE SDN BHD FOR MOHD SALMAN @ LEONG YEW MUN	300,000	0.585
14.	KONG KOK CHOY	300,000	0.585
15.	PUBLIC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR YEOH CHENG SHONG (E-SS2)	275,000	0.536
16.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR LAI TECK CHOY (6000815)	259,000	0.505
17.	CHEW CHONG AUN	253,400	0.494
18.	TEOH POH AEM	245,000	0.478
19.	ZAINUL ABIDEEN BIN FAZLE ABBAS	240,000	0.468
20.	YUEN THUI YANG	236,256	0.461
21.	LOH SIEW CHOH	223,000	0.435
22.	MAYBANK NOMINEES (TEMPATAN) SDN BHD MTRUSTEE BERHAD FOR ETHEREAL-OMEGA EQ FUND (445330)	212,100	0.414
23.	MAYBANK SECURITIES NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR HO YOCK MAIN (REM 857-MARGIN)	200,000	0.390
24.	PHILLIP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR GOH KIM CHOON	195,700	0.382
25.	THAM TZE HUEY	188,000	0.367
26.	LEE BOON CHAI	185,000	0.361
27.	AFFIN HWANG NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR ONG CHIEW SERN (M01)	184,500	0.360
28.	HLIB NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR NG WEI CHIAN	180,000	0.351
29.	LIEW LI THUNG	177,000	0.345
30.	OOI CHIN HOCK	160,760	0.313
		25,737,502	50.246

ADDITIONAL COMPLIANCE

DIRECTORS' RESPONSIBILITY STATEMENT

The directors are responsible for ensuring that the financial statements of the Group are drawn up in accordance with the applicable approved accounting standards in Malaysia and the provisions of the Companies Act 2016 so as to give a true and fair view of the state of affairs of the Group and the Company as at 30 September 2025 and the results and cashflows of the Group and the Company for the financial year ended on that date.

In preparing the financial statements, the Directors have:

- (a) Adopted suitable accounting policies and applied them consistently;
- (b) Made judgements and estimates that are reasonable and prudent;
- (c) Ensured the adoption of applicable approved accounting standards; and
- (d) Used the going concern basis for the preparation of the financial statements.

The Directors are responsible for ensuring proper accounting records which disclose with reasonable accuracy of the financial position of the Group and Company and are kept in accordance with the Companies Act 2016. The Directors are also responsible for ensuring that a proper internal control is in place to safeguard the Group's assets and to prevent and detect fraud and other irregularities.

MATERIAL CONTRACTS

There was no material contracts entered into by the Company and its subsidiaries involving the Company's Directors' and/or major shareholders' interests, either still subsisting at the end of the financial year, or which were entered into since the end of the previous financial year.

UTILISATION OF PROCEEDS RAISED FROM CORPORATE PROPOSALS

The Company did not undertake any corporate proposal to raise proceeds during the financial year.

LONG TERM INCENTIVE PLAN ("LTIP")

The Company had at the Extraordinary General Meeting held on 23 February 2017 obtained its shareholders' approval to establish the LTIP which comprising the Employee Share Option Scheme and Executive Share Grant Scheme. The LTIP shall be in force for a period of five (5) years from the effective date of 24 February 2017.

The Board had subsequently approved for an extension of LTIP which expiring on 23 February 2022 to another five (5) years commencing from 24 February 2022.

Additional Compliance (Cont'd)

A detailed breakdown of the allocation of the options as at 30 September 2025 is as follows:-

(a) The total number of options granted, exercised and outstanding during the financial year under review:

Number of Options - Exercisable	Grand Total	Directors
As at 1 October 2024	10,571,200	7,650,000
Granted	25,000,000	4,800,000
Exercised	(510,830)	(300,000)
As at 30 September 2025	35,060,370	12,150,000

On 20 January 2025, the Company made the award of 585,000 new ordinary shares under the Executive Share Grant Scheme to the eligible employee of Notion International (M) Sdn Bhd.

(b) Percentage of options applicable to Directors and Senior Management under the LTIP since the commencement of LTIP up to financial year ended 30 September 2025:

Directors and Senior Management	Since the commencement of the LTIP up to financial year ended 30 September 2025
Aggregate maximum allocation	12,150,000
Actual percentage granted	20%

(c) The table below set out the options granted to Non-Executive Directors during the financial year under review:

Name	As at 1 October 2024	Granted	Exercised	Balance as at 30 September 2025
Dato' Abu Bakar Bin Mohd Nor	750,000	-	-	750,000
Teh Su-Ching	-	750,000	-	750,000
Alvin Vong Chen Weng	-	750,000	-	750,000

Pursuant to Paragraph 8.20 of the Listing Requirements, the Non-Executive Directors shall not sell, transfer or assign the new shares obtained through the exercise of the options offered to them within 1 year from the date of offer.

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Twenty-Second (“22nd”) Annual General Meeting (“AGM”) of NOTION VTEC BERHAD (“Company”) will be held at Ballroom 1, Level G, Première Hotel, Bandar Bukit Tinggi 1/KS6, Jalan Langat, 41200 Klang, Selangor Darul Ehsan, Malaysia on Thursday, 5 March 2026 at 9.30 a.m. for the following purposes:

AGENDA

Ordinary Business

1. To receive the Audited Financial Statements for the financial year ended 30 September 2025 together with the Reports of the Directors and Auditors thereon. **[Please refer to Note (i) of the Explanatory Notes]**
2. To re-elect the following Directors who are retiring in accordance with Clause 95 of the Constitution of the Company:
 - i. Mr Choo Wing Hong **(Ordinary Resolution 1)**
 - ii. Mr Choo Wing Onn **(Ordinary Resolution 2)**
 - iii. Mr Lee Tian Yoke **(Ordinary Resolution 3)**
[Please refer to Note (ii) of the Explanatory Notes]
3. To approve the Directors’ Fees of up to RM450,000 (2024: RM350,000) and benefits payable to the Directors of the Company of up to RM50,000 (2024: RM50,000) from 6 March 2026 until the conclusion of the next AGM of the Company, to be paid monthly in arrears. **(Ordinary Resolution 4)**
[Please refer to Note (iii) of the Explanatory Notes]
4. To re-appoint Crowe Malaysia PLT as Auditors of the Company and to authorise the Directors to fix their remuneration. **(Ordinary Resolution 5)**

Special Business

To consider and if thought fit, to pass with or without any modification, the following resolutions:

5. **Proposed Authority to Allot and Issue Shares pursuant to Section 76 of the Companies Act 2016 (“the Act”)**

“THAT pursuant to Section 76 of the Act, the Directors be and are hereby authorised to allot and issue shares in the Company at any time until the conclusion of the next AGM and upon such terms and conditions and for such purposes as the Directors may in their absolute discretion deem fit, provided that the aggregate number of shares to be issued does not exceed ten per centum (10%) of the total number of issued shares of the Company (excluding treasury shares) for the time being, subject always to the approval of all relevant regulatory bodies being obtained for such allotment and issuance.

THAT in connection with the above, pursuant to Section 85 of the Act and Clause 59 of the Constitution of the Company, the shareholders do hereby waive the statutory pre-emptive rights of the offered shares in proportion of their holdings at such price and at such terms to be offered arising from any issuance of new shares pursuant to this mandate by the Company.

AND THAT the new shares to be issued shall, upon allotment and issuance, rank equally in all respects with the existing shares of the Company, save and except that they shall not be entitled to any dividends, rights, allotments and/or any other forms of distribution that which may be declared, made or paid before the date of allotment of such new shares.”

(Ordinary Resolution 6)

[Please refer to Note (iv) of the Explanatory Notes]

6. To transact any other business that may be transacted at the 22nd AGM of which due notice shall have been given in accordance with the Act and the Constitution of the Company.

BY ORDER OF THE BOARD

Tai Yit Chan (SSM PC No. 202008001023) (MAICSA 7009143)
Tan Ai Ning (SSM PC No. 202008000067) (MAICSA 7015852)

Company Secretaries

Selangor Darul Ehsan
23 January 2026

Notice of Annual General Meeting (Cont'd)

Explanatory Notes:

(i) **Agenda 1 - To receive the Audited Financial Statements**

Agenda item no. 1 is meant for discussion only as the provision of Section 340 of the Act does not require a formal approval of shareholders for the Audited Financial Statements. Hence, this item on the Agenda is **not put forward for voting**.

(ii) **Ordinary Resolutions 1 to 3 - Re-election of Directors**

The profiles of the Directors who are standing for re-election as per Agenda item no. 2 are set out in the Board of Directors' profile for Annual Report 2025.

The performance, contribution and effectiveness of the retiring Directors, namely Mr Choo Wing Hong, Mr Choo Wing Onn and Mr Lee Tian Yoke (collectively "**Retiring Directors**") have been assessed by the Nomination Committee ("**NC**"). In addition, the NC has also conducted an assessment on the fitness and propriety of the Retiring Directors including the review of their fit and proper declarations and results of their background checks in accordance with the Directors' Fit & Proper Policy. The Retiring Directors have abstained from deliberations and decision on their own eligibility and suitability to stand for re-election.

Based on the recommendation of NC, the Board endorsed the same, having been satisfied with the performance as well as fitness and propriety of the Retiring Directors.

(iii) **Ordinary Resolution 4 - Directors' Fees and Benefits Payable**

Section 230(1)(b) of the Act provides that the fees of the directors and any benefits payable to the directors of a listed company and its subsidiaries companies shall be approved at a general meeting.

Details of the Directors' fees for the financial year ended 30 September 2025 are disclosed in the Corporate Governance Report 2025.

To ensure the remuneration for the Independent Non-Executive Directors remains competitive and continue to attract, retain and motivate the individuals with strong credentials and high calibre to serve on the Board of the Company, the Board has approved the Remuneration Committee's recommendation for a proposed increase in Directors' fees for the Independent Non-Executive Directors, namely Dato' Abu Bakar Bin Mohd Nor, Ms Teh Su-Ching and Mr Alvin Vong Chen Weng (from RM9,000 per month to RM10,000 per month) to reflect the increased dimensions in their roles and increased time commitments.

This revision took into consideration the following:-

- The increasing demands and complexities of the Company's operations, particularly in light of evolving regulatory, governance, and sustainability expectations; and
- The commitment and contributions of the Independent Non-Executive Directors in providing oversight, strategic guidance, and risk management.

Dato' Abu Bakar Bin Mohd Nor, Ms Teh Su-Ching and Mr Alvin Vong Chen Weng have abstained from the deliberations and decisions pertaining to their own remuneration.

Notice of Annual General Meeting (Cont'd)

(iii) Ordinary Resolution 4 - Directors' Fees and Benefits Payable (Cont'd)

The amount of Directors' fees to each Director of the Company and its subsidiaries for the period from 6 March 2026 and up to the date of next AGM are as follows:

<u>Directors</u>	<u>Amount (RM)</u>
Notion VTec Berhad:-	
Mr Thoo Chow Fah	-
Mr Choo Wing Hong	-
Mr Choo Wing Onn	-
Mr Lee Tian Yoke	-
Mr Choo Wing Yew	-
Dato' Abu Bakar Bin Mohd Nor	120,000
Ms Teh Su-Ching	120,000
Mr Alvin Vong Chen Weng	120,000

In determining the estimated total amount of Directors' fees and benefits payable to the Directors of the Company, the Board has taken into account various factors, including the roles and responsibilities and required time commitment expected from Independent Non-Executive Directors, the current Board size, and the number of scheduled meetings for the Board and Board Committees, and general meeting.

Payment of Directors' fees and any benefits payable will be made by the Company on a monthly basis or as and when incurred. The Board is of the view that it is just and equitable for the Directors' fees to be paid on monthly basis or as and when incurred, after the Independent Non-Executive Directors have discharged their responsibilities and rendered their services to the Company.

(iv) Ordinary Resolution 6 - Proposed Authority to Allot and Issue Shares pursuant to Section 76 of the Act

The proposed Ordinary Resolution 6 is to obtain a general mandate for issuance of shares by the Company under Section 76 of the Act.

The proposed Ordinary Resolution 6, if passed, serves as a measure to meet the Company's immediate working capital needs in the short term without relying on conventional debt financing (which will result in higher finance costs to be incurred) for the purpose of funding investment project(s), working capital and/or acquisition(s). This would eliminate any delay arising from and cost involved in convening a general meeting to obtain approval of the shareholders for such issuance of shares. This authority, unless revoked or varied by the Company at a general meeting, will expire at the next AGM.

The waiver of pre-emptive rights pursuant to Section 85 of the Act and Clause 59 of the Constitution of the Company will allow the Directors of the Company to issue new shares of the Company which rank equally to existing issued shares of the Company, to any person without having to offer new shares to all the existing shareholders of the Company prior to issuance of new shares in the Company under the general mandate.

As at the date of this Notice, there were no new shares issued pursuant to the mandate granted to the Directors of the Company at the 21st AGM held on 5 March 2025 and which will lapse at the conclusion of the 22nd AGM. If there should be a decision to issue new shares after the general mandate is obtained, the Company will make an announcement in respect thereof.

Notice of Annual General Meeting (Cont'd)

Notes:

- (1) A member entitled to attend and vote at the AGM may appoint another person as his proxy to attend and vote in his stead. A proxy may but need not be a member of the Company. If the proxy is not a member, he need not be an advocate, an approved company auditor or a person approved by the Registrar of Companies. A proxy appointed to attend and vote at the AGM shall have the same rights as the member to speak at the AGM.
- (2) A member may appoint up to two (2) proxies to attend the AGM. Where a member appoints two (2) proxies, the appointment shall not be valid unless the member specifies the proportion of his shareholding to be represented by each proxy. Where a member is an exempt authorised nominee which holds shares in the Company for multiple beneficial owners in one securities account (“**Omnibus Account**”) as defined under the Securities Industry (Central Depositories) Act 1991, there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each Omnibus Account it holds.
- (3) The instrument appointing a proxy shall be in writing (in the common or usual form) under the hand of the appointor or of his attorney duly authorised in writing or, if the appointor is a corporation, either under seal or under the hand of an officer or attorney duly authorised.
- (4) The instrument appointing a proxy or the power of attorney or other authority, if any, under which it is signed or a notarially certified copy of that power or authority shall be deposited at the office of the Company's Share Registrar, 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, Malaysia or drop box located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia not less than forty-eight (48) hours before the time set for holding the AGM or at any adjournment thereof. Alternatively, the Proxy Form may also be electronically submitted via Vistra Share Registry and IPO (MY) Portal (“**Portal**”) at <https://srmy.vistra.com>. Please refer to the Administrative Guide on the procedures for electronic lodgement of proxy form via the Portal.
- (5) Pursuant to Paragraph 8.29A of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, all the resolutions set out in the notice of the general meeting will be put to vote by way of poll. Poll Administrator and Independent Scrutineers will be appointed to conduct the polling process and verify the results of the poll respectively.
- (6) For the purpose of determining who shall be entitled to attend the AGM, the Company shall be requesting Bursa Malaysia Depository Sdn Bhd to make available a Record of Depositors as at 26 February 2026 and only members whose names appear on such Record of Depositors shall be entitled to attend, speak and vote at the AGM and entitled to appoint proxy or proxies.

Personal data privacy:

By submitting an instrument appointing a proxy(ies) and/or representative(s) to attend, speak and vote at the AGM and/or any adjournment thereof, a member of the Company (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents) for the purpose of the processing and administration by the Company (or its agents) of proxies and representatives appointed for the AGM (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the AGM (including any adjournment thereof), and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the “**Purposes**”), (ii) warrants that where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

FORM OF PROXY

NOTION VTEC

NOTION VTEC BERHAD

Registration No. 200301035125 (637546-D)
(Incorporated in Malaysia)

No. of Shares held	CDS Account No.

I/We, _____ (name of shareholder as per NRIC)

NRIC/Passport/Registration No. _____ of _____

(full address)

being a Member(s) of NOTION VTEC BERHAD, hereby appoint _____ (name of proxy as per NRIC)

NRIC/Passport No. _____ of _____ (full address)

and/or failing him/her, _____ (name of proxy as per NRIC) NRIC/Passport No. _____

of _____ (full address) or

the Chairman of the Twenty-Second ("22nd") Annual General Meeting ("AGM") as *my/our proxy to vote for *me/us on *my/our behalf at the 22nd AGM of the Company to be held at Ballroom 1, Level G, Première Hotel, Bandar Bukit Tinggi 1/KS6, Jalan Langat, 41200 Klang, Selangor Darul Ehsan, Malaysia on Thursday, 5 March 2026 at 9.30 a.m. or at any adjournment thereof and to vote as indicated below:-

Agenda			For	Against
1	To re-elect Mr Choo Wing Hong as Director.	Ordinary Resolution 1		
2	To re-elect Mr Choo Wing Onn as Director.	Ordinary Resolution 2		
3	To re-elect Mr Lee Tian Yoke as Director.	Ordinary Resolution 3		
4	To approve the Directors' fees and benefits payable to the Directors of the Company from 6 March 2026 until the conclusion of the next AGM of the Company, to be paid monthly in arrears.	Ordinary Resolution 4		
5	To re-appoint Crowe Malaysia PLT as Auditors of the Company.	Ordinary Resolution 5		
6	To approve the proposed authority to allot and issue shares pursuant to Section 76 of the Companies Act 2016.	Ordinary Resolution 6		

Mark either box if you wish to direct the proxy how to vote. If you do not do so, the proxy may vote on the resolution or abstain from voting as the proxy thinks fit. If you appoint two proxies or more and wish them to vote differently, this should be specified.

For appointment of two proxies, proportion of shareholdings to be represented by the proxies:

	No. of shares	Percentage
Proxy 1		%
Proxy 2		%
Total:		100%

If you wish to appoint other person(s) to be your proxy/proxies, kindly strike out the words "the Chairman of the Twenty-Second ("22nd) Annual General Meeting ("AGM")" and insert the name(s) of the person(s) desired.

* Delete if not applicable

Tel:

Signature of Shareholder or Common Seal

Dated this _____ day of _____ 2026.

NOTES :

(1) A member entitled to attend and vote at the AGM may appoint another person as his proxy to attend and vote in his stead. A proxy may but need not be a member of the Company. If the proxy is not a member, he need not be an advocate, an approved company auditor or a person approved by the Registrar of Companies. A proxy appointed to attend and vote at the AGM shall have the same rights as the member to speak at the AGM.

(2) A member may appoint up to two (2) proxies to attend the AGM. Where a member appoints two (2) proxies, the appointment shall not be valid unless the member specifies the proportion of his shareholding to be represented by each proxy. Where a member is an exempt authorised nominee which holds shares in the Company for multiple beneficial owners in one securities account ("Omnibus Account") as defined under the Securities Industry (Central Depositories) Act 1991, there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each Omnibus Account it holds.

(3) The instrument appointing a proxy shall be in writing (in the common or usual form) under the hand of the appointor or of his attorney duly authorised in writing or, if the appointor is a corporation, either under seal or under the hand of an officer or attorney duly authorised.

(4) The instrument appointing a proxy or the power of attorney or other authority, if any, under which it is signed or a notarially certified copy of that power or authority shall be deposited at the office of the Company's Share Registrar, 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, Malaysia or drop box located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia not less than forty-eight (48) hours before the time set for holding the AGM or at any adjournment thereof. Alternatively, the Proxy Form may also be electronically submitted via Vistra Share Registry and IPO (MY) Portal ("Portal") at <https://srmy.vistra.com>. Please refer to the Administrative Guide on the procedures for electronic lodgement of proxy form via the Portal.

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Personal Data Privacy:

By submitting an instrument appointing a proxy(ies) and/or representative(s), the member accepts and agrees to the personal data privacy terms set out in the Notice of Annual General Meeting dated 23 January 2026.

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STAMP

THE SHARE REGISTRAR

NOTION VTEC BERHAD

Registration No. 200301035125 (637546-D)

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
Malaysia

Please Fold Here



www.notionvtec.com

NOTIONVTEC
NOTION VTEC BERHAD

Registration No. 200301035125 (637546-D)

Lot 6123, Jalan Haji Salleh, Batu 5 1/2, Jalan Meru, 41050 Klang, Selangor Darul Ehsan, Malaysia