



EXPRESS POWERR SOLUTIONS (M) BHD

(Registration No. 202301027296 (1521219-K))
(Incorporated in Malaysia under the Companies Act 2016)



ANNUAL REPORT 2025





LAUNCH OF PROSPECTUS

20 August 2025

ACE Market of Bursa Malaysia Securities Berhad



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ABOUT US

LISTING ON THE ACE MARKET

Express Powerr Solutions (M) Bhd ("Express Powerr"), together with our subsidiaries ("the Group"), was listed on the ACE Market of Bursa Malaysia Securities Berhad on 24 September 2025.

PRINCIPAL PRODUCT AND SERVICE OFFERINGS

Express Powerr was incorporated to facilitate our listing and is principally an investment holding company. Through our main subsidiary, Express Mission Sdn. Bhd., we have since 2005 been delivering generator rental services and other related services meeting the service delivery expectations of our customers. Beside owning a fleet of 132 generator sets, 84 trucks and 29 vehicles, we have a competent and experienced team of engineers and technicians to seamlessly and reliably execute, deliver and support our customers on a 24/7 basis across the whole of Malaysia.

STRATEGICALLY LOCATED OPERATION YARDS TO SUPPORT SERVICE EXECUTION

We have the capabilities to timely response to service customers in diverse sectors across Malaysia as the Group currently operates seven (7) strategically located yards across Peninsular Malaysia in Klang, Puchong, Kuala Lumpur, Pasir Gudang, Kulai, Kelantan, and Penang. We are always guided by our mission, "To Deliver Fast, Reliable, and Efficient Integrated Power Solutions" in our service execution.

DIVERSIFY TO ENHANCE REVENUE MIX

We had diversified our product and service offerings into renewable energy, by offering solar PV solutions though revenue contribution from this segment is still in the early stages of growth to enhance revenue mix.

Further, we had recently entered the Indonesian market to tap on opportunities by leveraging on our core competencies to diversify our customer base.



Our Credo



VISION

To be a trusted regional provider of integrated power solutions.



MISSION

To deliver fast, reliable, and efficient integrated power solutions.



TAGLINE

We deliver power to your doorstep

CORPORATE INFORMATION

BOARD OF DIRECTORS

Dato' Mohd Redza Shah Bin Abdul Wahid
Independent Non-Executive Chairman

Lim Cheng Ten
Managing Director

Rosli Bin Jonid
Non-Independent Executive Director

Ir. Abdul Rahman Bin Adam
Independent Non-Executive Director

Aun Siew Kuan
Independent Non-Executive Director

Farah Shireen Binti Mohamed Said
Independent Non-Executive Director

AUDIT AND RISK MANAGEMENT COMMITTEE

Aun Siew Kuan - Chairperson
Ir. Abdul Rahman Bin Adam - Member
Farah Shireen Binti Mohamed Said - Member

NOMINATION COMMITTEE

Ir. Abdul Rahman Bin Adam - Chairperson
Aun Siew Kuan - Member
Farah Shireen Binti Mohamed Said - Member

REMUNERATION COMMITTEE

Farah Shireen Binti Mohamed Said - Chairperson
Ir. Abdul Rahman Bin Adam - Member
Aun Siew Kuan - Member

AUDITORS

Crowe Malaysia PLT
201906000005 (LLP0018817-LCA) & AF 1018
Level 16, Tower C, Megan Avenue II,
12, Jalan Yap Kwan Seng,
50450 Kuala Lumpur, Malaysia
Tel: 03-2788 9999
Fax: 03-2788 9998

COMPANY SECRETARY

Wong Youn Kim (MAICSA 7018778)
SSM Practicing Certificate No. 201908000410

SPONSOR

Mercury Securities Sdn. Bhd.
Registration No: 198401000672 (113193-W)
L-7-2, No. 2, Jalan Solaris,
Solaris Mont' Kiara,
50480 Kuala Lumpur, Malaysia
Tel: 03-6203 7227
Fax: 03-6203 7117
Email: hello@mersec.com.my

SHARE REGISTRAR

Boardroom Share Registrars Sdn. Bhd.
Registration No.: 199601006647 (378993-D)
11th Floor, Menara Symphony,
No. 5, Jalan Professor Khoo Kay Kim,
Seksyen 13, 46200 Petaling Jaya,
Selangor, Malaysia
Tel: 03-7890 4700
Fax: 03-7890 4670
Email: bsr.helpdesk@boardroomlimited.com

REGISTERED OFFICE

Unit No. 11.07, Amcorp Tower,
Amcorp Trade Centre,
18, Persiaran Barat,
46050 Petaling Jaya, Selangor, Malaysia
Tel: 6017-622 9303
Email: synergyprofgroup@gmail.com

CORPORATE OFFICE

No. 6 (Ground Floor), Jalan Tiara 5,
Bandar Baru Klang,
41150 Klang, Selangor, Malaysia
Tel: 03-3342 3614
Fax: 03-3344 4659
Email: info@exp.com.my
Website: www.exp.com.my

STOCK EXCHANGE LISTING

ACE Market of Bursa Malaysia Securities Berhad
Stock Name : XPB
Stock Code : 0370
Sector : Industrial Products & Services

CORPORATE STRUCTURE



EXPRESS POWERR SOLUTIONS (M) BHD

(Registration No. 202301027296 (1521219-K))
(Incorporated in Malaysia under the Companies Act 2016)

100%

Express Mission Sdn Bhd

(Registration No. 200501025328 (707461-W))

100%

Express Energy Solutions Sdn Bhd

(Registration No. 202501040690 (1642099-X))

99%

PT Express Power Energy

(Registration No. 1000000008670369)



DIRECTORS' PROFILE

DATO' MOHD REDZA SHAH BIN ABDUL WAHID

Independent Non-Executive Chairman



Age
63



Nationality
Malaysian



Gender
Male

Date of appointment
30 June 2024

Board meeting attendance in FYE 2025
4/4

QUALIFICATION

Dato' Mohd Redza Shah Bin Abdul Wahid graduated with Bachelor of Science in Economics (Industry and Trade) from London School of Economics, University of London in August 1986. Subsequently in July 1988, he obtained a Master of Science of Economics (International Banking and Finance) from University of Wales. He is a member and an Associate Chartered Accountant of the Institute of Chartered Accountant in England and Wales since November 1991.

WORKING EXPERIENCE

He is an accomplished finance and corporate leader with over three decades of experience spanning auditing, corporate finance, investment management, and executive leadership. Beginning his career with Deloitte in London, he advanced through key roles at Arab Malaysian Corporation Berhad

(now known as Amcorp Group Berhad) and Khazanah Nasional Berhad before serving as CFO of Silterra Malaysia Sdn Bhd, a subsidiary of Khazanah Nasional Berhad. He later held top leadership positions as Group CEO of Tradewinds Corporation Berhad, Group COO of DRB-Hicom Berhad, and CEO of Bank Muamalat Malaysia Berhad, where he steered restructuring initiatives, financial operations, and long-term strategic growth. Since 2020, he has continued to contribute at board level as Independent Non-Executive Chairman and Independent Non-Executive Director of several Bursa Malaysia-listed companies, bringing extensive expertise in governance, finance, and corporate strategy.

PRESENT DIRECTORSHIP IN OTHER PUBLIC COMPANY AND LISTED ENTITY

Avangaad Berhad
KPJ Healthcare Berhad
Zelan Berhad

LIM CHENG TEN

Managing Director



Age
65



Nationality
Malaysian



Gender
Male

Date of appointment
10 October 2023

Board meeting attendance in FYE 2025
4/4

Mr. Lim Cheng Ten is responsible for overseeing the overall strategic business directions, sales and marketing, business development and business operations of our Group.

QUALIFICATION

He graduated with Bachelor of Business Administration in December 1984 from Eastern New Mexico University, United States of America ("USA"). Subsequently in May 1986, he obtained a Master of Business Administration from California State University, Fresno, USA. He passed the American Institute of Certified Public Accountants examination in November 1988 and subsequently obtained the certificate to practice as a certified public accountant in 1992.

WORKING EXPERIENCE

He began his career in 1986 with American Home Furnishings in New Mexico, advancing

rapidly from Accounts Payable Executive to Chief Financial Officer by 1989. Returning to Malaysia in 1992, he joined his brother's company, Letrik Port Klang, as a trainee before venturing into entrepreneurship in 1994, establishing and managing diverse businesses including electrical contracting, recycling, plantations, generator rental, property development, and forest ventures.

In 2015, he invested in Express Mission Sdn Bhd, later exiting and rejoining in 2018 as a director and shareholder. He progressively increased his stake, becoming its sole shareholder in 2021, and was redesignated as Managing Director, responsible for business development and customer relations.

PRESENT DIRECTORSHIP IN OTHER PUBLIC COMPANY AND LISTED ENTITY

None

DIRECTORS' PROFILE (CONT'D)

ROSLI BIN JONID

Non-Independent Executive Director



Age
54



Nationality
Malaysian



Gender
Male

Date of appointment
17 July 2023

Board meeting attendance in FYE 2025
4/4

En. Rosli Bin Jonid is responsible for developing and implementing the overall business strategies and development of our Group as well as overseeing the sales and marketing.

QUALIFICATION

He obtained a Diploma in Electrical Engineering from Federal Institute Technology, Kuala Lumpur in December 1991. In June 1996, he obtained a Bachelor of Engineering in Electrical and Electronic Engineering from University of Hertfordshire, United Kingdom.

WORKING EXPERIENCE

He began his career in 1992 at Minolta Precision Engineering as a Purchasing Officer, later joining JVC as a Production Supervisor. After completing his engineering degree

in UK, he worked at Mitsubishi Electric as a Process Engineer and then at Teras Control Systems as a Project Engineer. From 2000, he held project management roles at Uniperkasa and KLKB, before becoming Associate M&E Director at HICE Engineering. In 2009, he joined KKB, rising to Managing Director until 2015, while also serving as a non-executive director of Express Mission.

Following a career break, he became General Manager at Zikay Construction in 2016. In 2022, he joined Express Mission as Business Development Director, was appointed Executive Director later that year, and continues to serve in this role.

PRESENT DIRECTORSHIP IN OTHER PUBLIC COMPANY AND LISTED ENTITY

None

IR. ABDUL RAHMAN BIN ADAM

Independent Non-Executive Director



Age
68



Nationality
Malaysian



Gender
Male

Date of appointment
30 June 2024

Board meeting attendance in FYE 2025
4/4

QUALIFICATION

Ir. Abdul Rahman Bin Adam obtained a Diploma in Mechanical Engineering from University Technology Malaysia in December 1978. In May 1984, he obtained a Bachelor of Engineering (Thermal and Environmental) from Southern Illinois University, USA. Subsequently in June 1996, he obtained a Master of Science of Engineering (Electrical) from Union College, USA.

He is a registered Professional Engineers in Mechanical Engineering with Board of Engineers Malaysia since January 2012. He is also a member of the Institution of Engineers Malaysia since December 2011.

WORKING EXPERIENCE

He is a seasoned engineering and energy professional with nearly four decades of experience in power generation, project development, and corporate transformation. Beginning his career with Tenaga Nasional

Berhad (then National Electricity Board) in 1978, he advanced through technical, operational, and safety roles before moving into project management and business development, including leading feasibility studies, due diligence, and renewable energy initiatives. His career highlights include senior management positions overseeing logistics, mobile generator services, and special projects such as large-scale solar and infrastructure developments, as well as an international assignment with PEMANDU in Tanzania advising on public-private partnerships. Since retiring in 2017, he continues to contribute his expertise as a freelance technical adviser, supporting clients with strategic and technical guidance in the energy sector.

PRESENT DIRECTORSHIP IN OTHER PUBLIC COMPANY AND LISTED ENTITY

None

Membership of Board Committees:

- Chairperson of Nomination Committee
- Member of Audit and Risk Management Committee
- Member of Remuneration Committee

DIRECTORS' PROFILE (CONT'D)

AUN SIEW KUAN

Independent Non-Executive Director



Age
54



Nationality
Malaysian



Gender
Female

Date of appointment
30 June 2024

Board meeting attendance in FYE 2025
4/4

Membership of Board Committees:

- Chairperson of Audit and Risk Management Committee
- Member of Remuneration Committee
- Member of Nomination Committee

QUALIFICATION

Ms. Aun Siew Kuan was admitted as member of the Malaysian Institute of Certified Public Accountants (formerly known as the Malaysian Association of Certified Public Accountants) since May 1996. She is a certified public accountant and chartered accountant of the Malaysian Institute of Accountants since January 1997 and June 2001, respectively.

WORKING EXPERIENCE

She is a highly experienced finance and investment banking professional with over three decades of expertise in audit, corporate finance, capital markets, and private equity. Beginning her career with Ernst & Young in 1991, she advanced through roles in Arab-Malaysian Merchant Bank Berhad and United Overseas Bank (Malaysia) Bhd, where she structured financial instruments, managed bond issuances, and led corporate fundraising initiatives. She later held senior leadership

positions at HwangDBS Investment Bank Berhad and Hong Leong Investment Bank Berhad, focusing on syndicated loans and client coverage. From 2017 to 2019, she served as CEO of ZICO Capital Sdn Bhd, providing advisory services in fundraising, mergers, and restructuring. Since 2019 until March 2026, she has been Executive Director at TAEI Partners Ltd, overseeing private credit and education platforms across ASEAN, while collaborating with global fund managers on origination, underwriting, and portfolio management. She also contributed to education governance as Chair of the Finance Sub-Committee of Stonyhurst International School Penang and currently serves as Independent Non-Executive Director of Bedi Berhad, listed on the Main Market of Bursa Malaysia.

PRESENT DIRECTORSHIP IN OTHER PUBLIC COMPANY AND LISTED ENTITY

Bedi Berhad

FARAH SHIREEN BINTI MOHAMED SAID

Independent Non-Executive Director



Age
52



Nationality
Malaysian



Gender
Female

Date of appointment
30 June 2024

Board meeting attendance in FYE 2025
4/4

Membership of Board Committees:

- Chairperson of Remuneration Committee
- Member of Audit and Risk Management Committee
- Member of Nomination Committee

QUALIFICATION

Pn. Farah Shireen Binti Mohamed Said graduated with a Bachelor of Laws (Honours) degree from University College London in August 1996. She was called to the Honourable Society of Gray's Inn and admitted as a Barrister-at-Law in July 1997. Subsequently, in November 1998, she was called to the Malaysian Bar and admitted as an Advocate and Solicitor of the High Court of Malaya.

WORKING EXPERIENCE

She is an experienced legal practitioner with over two decades of expertise in corporate, commercial, construction and infrastructure laws. Beginning her career in litigation with Albar Zulkifly & Yap and Zul Rafique &

Partners, she later transitioned into regulatory compliance at Bursa Malaysia Derivatives Berhad before returning to Zul Rafique & Partners, where she advanced to the position of Partner in 2008. She now focuses in the areas of corporate and commercial advisory as well as corporate liability and risk management, but remains actively engaged in advising on projects and ESG. She continues to serve as Partner at the firm providing strategic and customized legal counsel to clients across a broad range of industries.

PRESENT DIRECTORSHIP IN OTHER PUBLIC COMPANY AND LISTED ENTITY

None

DIRECTORS' PROFILE (CONT'D)

Additional information of the Directors:

1. Family Relationship with Director and/or Major Shareholder

None of the Directors has any family relationship with any other Director and/or major shareholder of the Company.

2. Conflict of Interest/Potential Conflict of Interest

None of the Directors has any conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries other than the related party transactions as disclosed in Note 32 to the Audited Financial Statements of this Annual Report.

3. Conviction of Offences

None of the Directors has been convicted of any offences (excluding traffic offences) in the past 5 years and there were no public sanctions or penalties imposed by the relevant regulatory bodies during the financial year ended 31 December 2025.

4. Directorship in Other Public Company and Listed Issuer

None of the Directors sit on the board of directors of other listed company and public company, save as disclosed in the respective Directors' Profile of this Annual Report.

5. Shareholdings

Details of the Directors' interest in the securities of the Company are set out in the Analysis of Shareholdings of this Annual Report.

6. Attendance of Directors

Details of Board meeting attendance of each Director are disclosed in the Directors' Profile of each Director and meeting attendance of the Audit and Risk Management Committee, Nomination Committee Report and Remuneration Committee are disclosed in the Corporate Governance Overview Statement of this Annual Report.

KEY SENIOR MANAGEMENT'S PROFILE

TAN JO LYNN

Financial Controller



Age
38



Nationality
Malaysian



Gender
Female

Ms. Tan joined the Group as Assistant Financial Controller since July 2025. She was subsequently promoted to Financial Controller, where she now oversees the entire finance team responsible for overseeing the overall financial matters of the Group including accounting, financial reporting, taxation and treasury functions. She serves as a committee member of the Sustainability, Risk Management, and Anti-Bribery & Corruption committees headed by the Managing Director, Lim Cheng Ten to drive the Group's governance, sustainability and compliance initiatives approved by the Company's Board of Directors.

In summary, she has over 15 years of experience in auditing, financial reporting, accounting, risk management, corporate finance, and taxation across Malaysia and Singapore. Her professional background spanning from a professional accounting firm, listed and private companies. Over the years she had developed a well-rounded understanding of financial planning and reporting, tax compliance and planning, treasury and budgetary management, risk management regulatory compliance, mergers and acquisitions, sustainability reporting, corporate governance, and leadership role in diverse industries.

Ms. Tan is a fellow member of the Association of Chartered Certified Accountants (FCCA) and a member of the Malaysian Institute of Accountants (MIA).

WONG SIAW YAN, VANESSA

Deputy General Manager



Age
44



Nationality
Malaysian



Gender
Female

Since October 2025, Ms. Wong has served as Deputy General Manager at Express Mission Sdn Bhd, a subsidiary of Express Powerr Solutions (M) Berhad, where she oversees initiatives supporting the Group's strategic and operational objectives. She also serves as a committee member for Group Sustainability, Risk Management, and Anti-Bribery & Corruption committees, contributing to the Group's governance, sustainability and compliance efforts.

She has more than 20 years of experience in corporate strategy, operational and project management, enterprise risk management, ISO management systems, ABC governance, sustainability initiatives, media and investor relations, and marketing across Malaysia and the region, gained through leadership roles in both listed and private companies.

Ms. Wong graduated from Universiti Sains Malaysia with a Bachelor of Management (Honours). She is a certified Project Management Professional (PMP) and a member of the Project Management Institute.

Addition Information of the Key Senior Management

1. Family Relationship with Director and/or Major Shareholder

None of the Key Senior Management has any family relationship with any Director and/or major shareholder of the Company.

2. Conflict of Interest/Potential Conflict of Interest

None of the Key Senior Management has any conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries.

3. Conviction of Offences

None of the Key Senior Management has been convicted of any offences (excluding traffic offences) in the past 5 years and there were no public sanctions or penalties imposed by the relevant regulatory bodies during the financial year ended 31 December 2025.

4. Directorship in Public Company and Listed Issuer

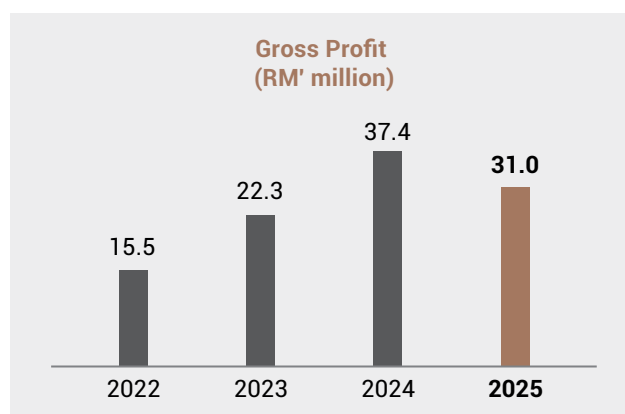
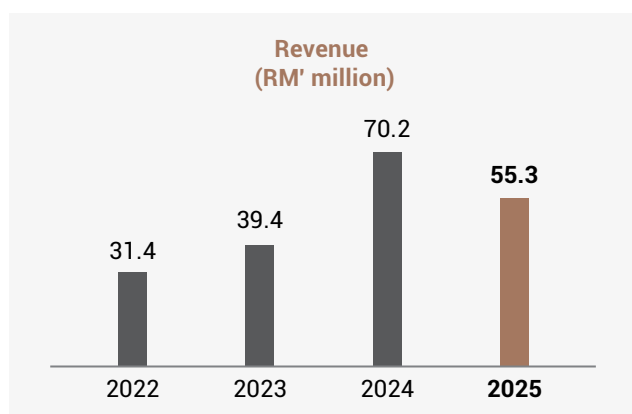
None of the Key Senior Management sit on the board of directors of listed company and public company.

FINANCIAL HIGHLIGHTS

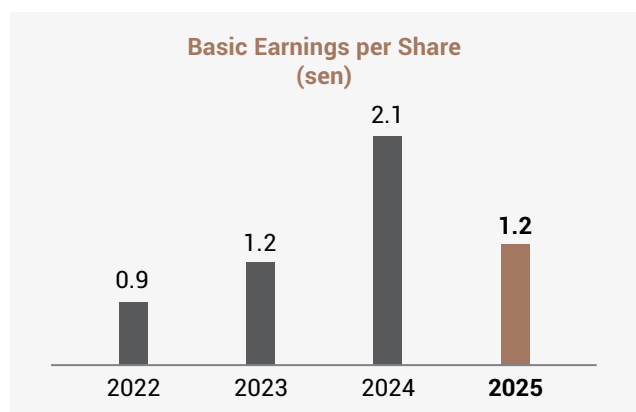
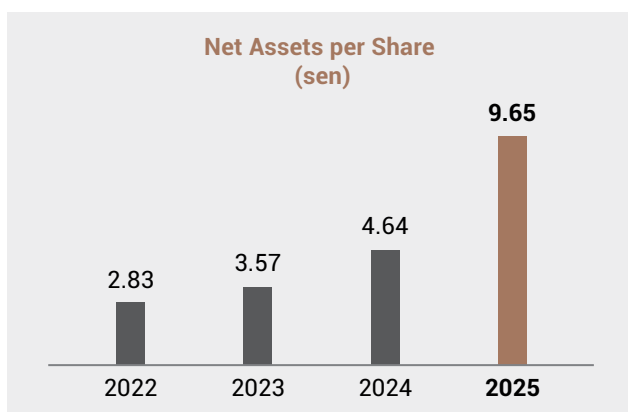
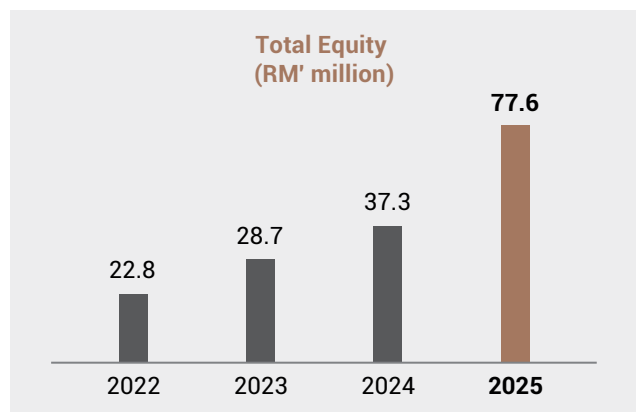
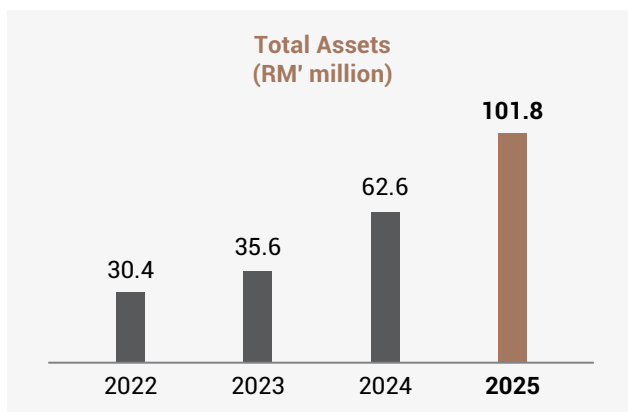
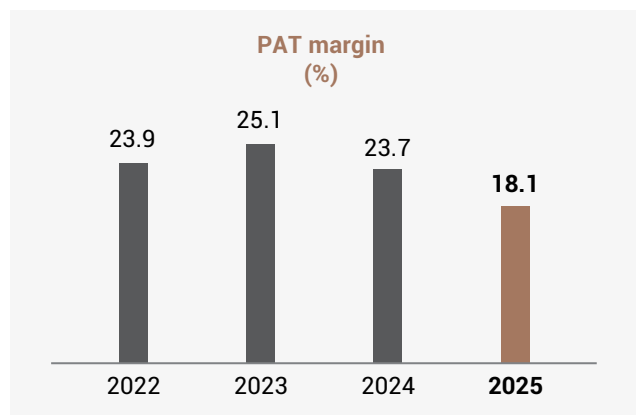
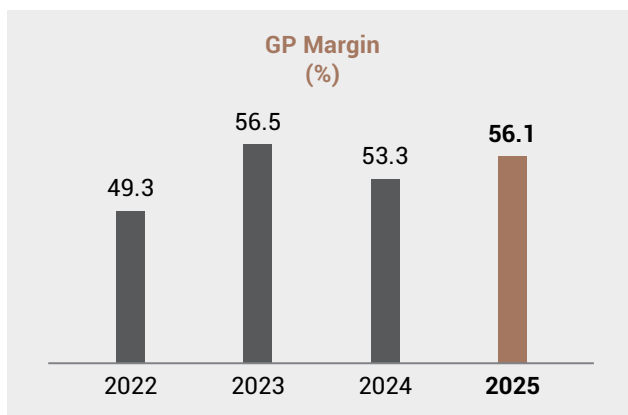
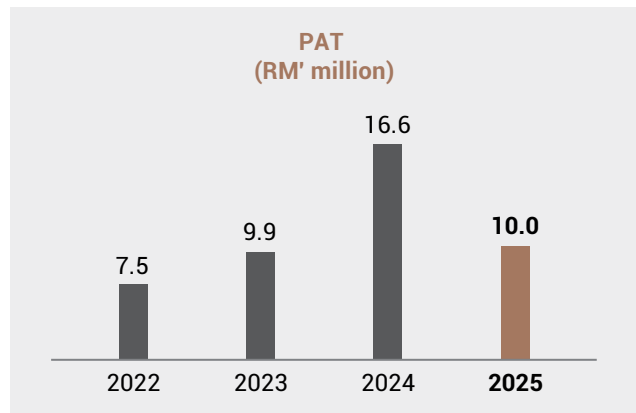
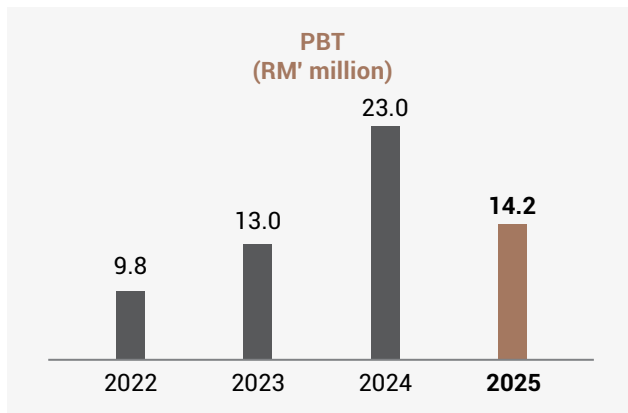
Financial Year Ended 31 December	2022 ^(a) (RM' million)	2023 ^(a) (RM' million)	2024 ^(a) (RM' million)	2025 (RM' million)
Revenue	31.4	39.4	70.2	55.3
Gross Profit ("GP")	15.5	22.3	37.4	31.0
Profit Before Tax ("PBT")	9.8	13.0	23.0	14.2
Profit After Tax ("PAT")	7.5	9.9	16.6	10.0
Basic Earnings per Share (sen)^(b)	0.9	1.2	2.1	1.2
GP Margin (%)	49.3	56.5	53.3	56.1
PBT Margin (%)	31.2	32.9	32.8	25.7
PAT Margin (%)	23.9	25.1	23.7	18.1
Total Assets	30.4	35.6	62.6	101.8
- Cash and Cash Balances	2.5	2.3	11.5	18.8
Total Liabilities	7.6	6.9	25.3	24.2
- Total Borrowings	0.8	0.8	7.2	14.0
Total Equity	22.8	28.7	37.3	77.6
Net Assets per Share (sen)^(b)	2.83	3.57	4.64	9.65
Current Ratio (times)	2.00	2.02	1.67	7.53
Gearing Ratio (times)	0.04	0.03	0.19	0.18

Notes:

- (a) Based on the Accountants' Report set out in Section 14 of the Company's Prospectus dated 20 August 2025.
- (b) This is computed based on the weighted average number of ordinary shares of 804,257,308 Shares as at 31 December 2025.



FINANCIAL HIGHLIGHTS (CONT'D)



MANAGEMENT DISCUSSION AND ANALYSIS

Dear Esteemed Shareholders,

On behalf of the Board of Directors ("the Board"), I am pleased to present the Annual Report and Audited Financial Results of Express Power Solutions (M) Bhd ("Express Power" or "the Company") together with its subsidiaries ("the Group") for the financial year ended 31 December 2025 ("FYE 2025").



Year 2025 represents a defining chapter for us, as we achieved a major corporate milestone with our successful listing on the ACE Market of Bursa Malaysia Securities Berhad ("Bursa Securities") on 24 September 2025. This achievement marks the beginning of our corporate journey as a publicly listed entity and reflects the confidence and trust placed on us by the investment community.

Our initial public offering ("IPO") raised RM36.0 million in proceeds, providing the financial flexibility necessary to accelerate our strategic initiatives, particularly the expansion of our generator fleet wherein RM20.50 million was allocated to be used for purchase of a minimum of 36 units of generator sets and the enhancement of operational capabilities. In addition, the establishment of our new headquarter positions us to drive greater efficiency and support our long-term growth ambitions.

As we embark on this new phase of growth as a listed company, we remain focused on disciplined execution, operational excellence and sustainable value creation. The successful listing not only

reinforces our market presence but also enhances our capacity to capitalise on growth opportunities leveraging on our core competencies and proven track records within the industry where the Group operates in.



(From left to right) **Puan Farah Shireen Binti Mohamed Said**, Independent Non-Executive Director; **Ms. Aun Siew Kuan**, Independent Non-Executive Director; **Ir. Abdul Rahman Bin Adam**, Independent Non-Executive Director; **Mr. Lim Cheng Ten**, Managing Director; **Dato' Mohd Redza Shah Bin Abdul Wahid**, Independent Non-Executive Chairman; **Encik Rosli Bin Jonid**, Non-Independent Executive Director

MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

BUSINESS OVERVIEW

Headquartered in Klang, the Group, is principally involved in the provision of generator rental and related services alongside solar photovoltaic ("PV") solutions. The Group serves a diverse customer base comprising both electric utility customers, which currently form our core segment, and a growing and diversified base of non-electric utility customers. Our services support a broad range of industries, including mechanical and electrical, manufacturing and construction, as well as event organisers and government-related projects.

This diversified industry exposure reflects the essential role of temporary power solutions across multiple industries such as infrastructure development, industrial operations, maintenance activities and event-based applications throughout Malaysia currently. In delivering these services, the Group's solutions cater to three (3) main service categories:



Emergency services provide immediate generator rental services for critical situations such as power outages and emergency or disaster scenarios, where rapid mobilisation is required to restore operations and minimise disruption.



Planned maintenance services involve providing generator rental solutions tailored to ensure seamless power continuity during scheduled maintenance shutdowns or other pre-planned requests, enabling customers to carry out upgrading, inspection or replacement works without operational disruption.



Standby services providing standby generator rental services for events, special occasions, or situations where uninterrupted electricity supply is required.

Complementing our core generator rental services, the Group also supplies ancillary equipment such as distribution boards, generator synchronisation panels, transformers, switchgears, load banks and cables. These integrated capabilities enable the Group to deliver comprehensive power solutions, enhancing our ability to support varied and complex operational requirements across the industries we serve and support.

Notably, the Group's technical capabilities and operational credibility are reinforced by its registration as a Class A electrical contractor with the Energy Commission Malaysia, together with its Grade 7 (G7) contractor status with the Construction Industry Development Board Malaysia (CIDB), enables the Group to undertake complex and large-scale power projects without value limitations. In addition, our registration with the Ministry of Finance Malaysia (MOF) allows participation in government tenders, expanding access to public sector opportunities. Additionally, the Group is an approved vendor of Tenaga Nasional Berhad ("TNB"), allowing the Group to provide generator rental services directly and indirectly to TNB through its approved vendors.

Beyond these accreditations, we are also registered as a solar PV investor under the Solar Accelerated Transition Action programme (Solar ATAP) and as a solar PV service provider with the Sustainable Energy Development Authority Malaysia (SEDA), enabling the Group to participate and capitalise on opportunities from Malaysia's evolving renewable energy landscape with Malaysia's commitment to be net-zero greenhouse emission (GHG) country by 2025 driven by and supported by the National Energy Transition Roadmap (NETR) and New Industrial Master Plan 2030².

¹ MGTC: Malaysia's Path to Sustainability Through Circular Economy

² Ministry of Investment, Trade and Industry

MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

GENERATOR RENTAL SERVICES SEGMENT

A key pillar of our competitive positioning lies in the scale, diversity and operational readiness of its generator fleet, supported by a strategically located operational network.

132

Generator sets

As at 31 December 2025

The Group operates a fleet of 132 generators, comprising 91 mobile generators and 41 canopy generators.

To ensure operational reliability and minimise downtime, the Group conducts preventive maintenance every 300 operational hours, maintaining consistent performance standards across its fleet and supporting dependable service delivery to customers.

Generator Fleet Capacity

Our generator fleet is categorised based on power capacity into small-sized, medium-sized and large-sized generators. More than 70% of the fleet comprises large-sized generators with capacities above 500 kilovolt-ampere ("kVA"), enabling the Group to undertake higher load and more technically demanding contracts across infrastructure, industrial and commercial applications.

Reflecting its strategic emphasis on supporting a wide range of operational requirements, each generator type serves different operational needs:

Size of generator	Function	No. of units as at 31 December	
		2025	2024
Small-sized generator	Generators with power capacities less than 250kVA	15	14
Medium-sized generator	Generators with power capacities range from 250kVA to 500kVA	19	13
Large-sized generator	Generators with power capacities above 500kVA	98	84
Total		132	111

- **Small-sized** generators are typically deployed for lower-load applications, such as generating electrical power for small events or providing backup power for residential premises.
- **Medium-sized** generators support a wider range of applications, including powering construction sites, large events, industrial operations and business facilities where moderate power capacity is required.
- **Large-sized** generators are primarily used in higher-load industrial or commercial settings, such as powering hospitals, factories and other critical infrastructure where reliable and continuous electricity supply is essential.

The additional 21 units of generator sets in the FYE 2025 was financed from the IPO proceeds of RM20.5 million allocated for this purpose.

MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

Types Of Generators

In addition to the generator capacity, our fleet also consists of **mobile and canopy generators**, each designed to support different deployment requirements.



Our **mobile generators** are portable generator units mounted on trucks, designed for rapid deployment and ease of transportation across locations. These units are particularly suited for emergency situations, temporary site requirements and projects where mobility and speed are critical, allowing us to respond swiftly to urgent customer needs, thereby reducing mobilisation lead time and enhancing operational flexibility.



In contrast, the **canopy generators** are enclosed units designed to reduce noise levels and protect equipment from weather, dust and other environmental factors. These canopy generators are commonly deployed in locations where noise control and environmental protection are important considerations, such as residential neighbourhoods, construction sites and event venues. The enclosed structure enhances durability and allows for stable on-site operation during longer duration deployments, particularly for planned maintenance shutdowns and standby applications.

The combination of mobile and canopy generators allows us to tailor power solutions according to project duration, site conditions and operational requirements, while maintaining high service reliability across different industries.

MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

Operation Yards Supporting National Coverage



To support our generator rental activities nationwide, we serve customers across multiple regions in Malaysia, reflecting our distribution and execution capabilities of projects and demand for temporary power solutions across Malaysia.

In Peninsular Malaysia, we derive revenue from projects located across the Central, Southern, Northern and East Coast regions, enabling us to support infrastructure, utilities and construction-related activities nationwide. In 2024, we expanded into Sabah, marking our entry into East Malaysia.

Subsequently, in 2025, the Group further strengthened its Northern and East Coast presence with expansions into Penang and Kelantan. In 2026, we secured projects in Sarawak, further strengthening our presence in East Malaysia.

To support timely deployment of generators and related equipment across these multiple locations over the regions, we operate operation yards in key strategic locations. These yards function as logistics and staging hubs for equipment storage, maintenance and mobilisation, enabling us to respond timely and efficiently to customers' requirements across Malaysia.



Operation yard in Kulai, Johor



Operation yard in Pasir Gudang, Johor

MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)



Operation yard in Bandar Bukit Raja, Selangor



Operation yard in Puchong, Selangor



Operation yard in Jalan Klang Lama, Kuala Lumpur



Operation yard in Tanah Merah, Kelantan



Operation yard in Butterworth, Penang

MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

New Headquarter and Operation Yard



To further strengthen our operational and distribution capabilities, we have established a new headquarter and operation yard designed to enhance coordination, storage capacity and deployment efficiency.

The new facility has a total built up area of approximately 52,678 square feet ("sq ft") on a total land area of approximately 71,773 sq ft, providing a larger and more integrated space to support the Group's expanding operations. Upon completion, expected by 2nd quarter 2026, the new facility will house the Group's main operational and administrative functions under one roof, enabling closer coordination across departments and improving overall workflow efficiency and productivity.

The new operation yard also provides greater storage capacity for the Group's growing fleet of generators, while facilitating more efficient mobilisation and movement of equipment to various project sites. This supports faster response times and more effective deployment of generators across different regions in West Malaysia.

Overall, this new facility is expected to strengthen the Group's operational infrastructure to tap on new growth opportunities as we continue to expand our generator fleet, widen geographical coverage and be more responsive to customers' needs enabling the Group to support a more diverse customer base.

SOLAR PV SOLUTIONS SEGMENT

In April 2024, we expanded our business scope to include offering solar PV solutions, leveraging on existing technical expertise in electrical systems, load management and power distribution to capitalise on new opportunities in the renewable energy sector and reduce our dependence on the generator rental services.

The move into solar PV builds naturally on our core competencies. The Group's experience in equipment deployment, installation, commissioning and maintenance closely aligns with the operational requirements of solar PV projects. In addition, our established customer base provides opportunities to cross-sell renewable energy solutions alongside traditional generator services.

While the solar PV segment remains at an early stage of development, it represents a complementary extension of our core offerings and supports our participation in Malaysia's ongoing energy transition initiatives.

MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

2025 AT A GLANCE

Malaysia's economy expanded by 5.2% in 2025, outperforming the previous year's growth of 5.1% and marking the fastest pace of expansion in three years. This performance reflected robust domestic demand, exports and investment activities. In particular, the construction industry continued to perform strongly and play an important role in national economic activity in 2025. According to the Department of Statistics Malaysia, the value of construction work done during the year grew by 12.5% YoY to RM178.6 billion, supported by continued expansion across the specialised trade activities, non-residential buildings and residential buildings sub-sectors.

Separately, government spending continued to support activities within the construction sector, with RM86.0 billion allocated for development expenditure under Budget 2025. The focus remained on essential infrastructure such as roads and rail projects, including the Johor Bahru-Singapore Rapid Transit System Link and the Penang Light Rail Transit Mutiara Line, alongside electricity and clean water supply, which form key components of national development. Together, these investments reflect continued momentum within Malaysia's construction sector.

Taken together, Malaysia's resilient economic expansion and sustained growth in construction activities during 2025 reflect a year characterised by steady domestic demand, continued infrastructure development and broad-based sectoral contributions. The combination of fiscal support and recorded industry expansion underscores the constructive operating environment experienced across infrastructure-related sectors during the year.

OPERATIONAL REVIEW

During the year, we secured several material contracts supporting infrastructure and utility-related projects, alongside expansion initiatives, further strengthening our operational presence in East Malaysia and broadening geographical footprint.

1. In May 2025, we secured a Letter of Award ("LOA") for the supply, delivery and commissioning of generators on a rental basis at Main Distribution Substation (PPU) Mowtas (11 kilovolts), Sandakan, Sabah. The contract is effective for a period of two years from January 2025 to December 2026.
2. Subsequently, in February 2026, the Group secured three LOAs with a combined contract value of approximately RM8.3 million for the supply, installation, testing and commissioning of generator sets for a public transportation infrastructure project in Sarawak. The LOAs were awarded by several Malaysian contractors involved in infrastructure and related construction works at the project site. Under these contracts, we will supply a total of 21 generator sets, with completion scheduled by December 2026. These projects mark the Group's first entry into Sarawak, representing an important milestone in its geographical and customer base expansion.
3. More recently, in March 2026, the Group expanded its regional footprint through the incorporation of PT. Express Power Energy in the Republic of Indonesia, via its wholly owned subsidiary Express Energy Solutions Sdn Bhd, which holds a 99% equity interest in the new entity.
 - a. PT. Express Power Energy will provide generator rental services and related power solutions, including the supply of ancillary equipment such as distribution boards, generator synchronisation panels, transformers, switchgears, load banks and cables.
 - b. The establishment of PT. Express Power Energy reflects the Group's strategy to expand beyond Malaysia and broaden our regional customer base by tapping into opportunities in Indonesia's growing infrastructure and industrial sectors.

MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

FINANCIAL PERFORMANCE

	FYE 2025	FYE 2024
Revenue (RM' million)	55.3	70.2
Gross Profit ("GP") (RM' million)	31.0	37.4
Profit Before Tax ("PBT") (RM' million)	14.2	23.0
Profit After Tax ("PAT") (RM' million)	10.0	16.6
GP Margin (%)	56.1	53.3
PBT Margin (%)	25.7	32.8
PAT Margin (%)	18.1	23.7

Note: The financial performance for the FYE 2024 was on the assumption that the Group was in existence throughout this financial year as disclosed in the Company's Prospectus dated 20 August 2025.

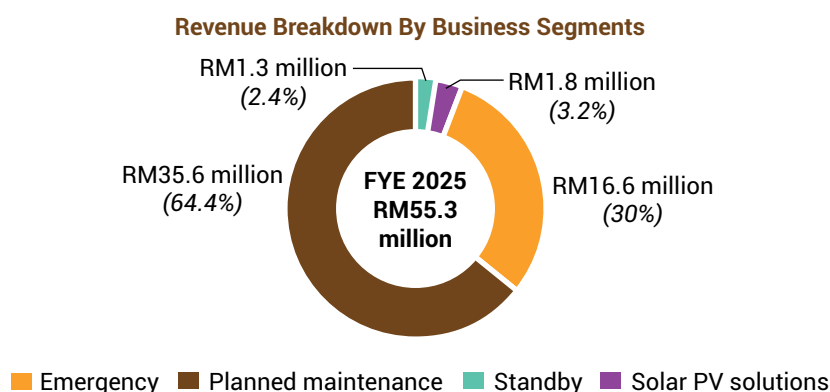
Revenue

For FYE 2025, the Group recorded revenue of RM55.3 million, compared with RM70.2 million in the previous financial year, primarily attributable to the lower revenue generated from the planned maintenance and emergency service categories. Revenue from planned maintenance services decreased due to fewer projects undertaken in Sabah. Nonetheless, planned maintenance services remained the largest contributor, generating RM35.6 million, and accounting for 64.4% of the Group's total revenue in FYE 2025.

Revenue from emergency services amounted to RM16.6 million, representing 30.0% of the Group's total revenue, reflecting lower demand from electric utility customers during the FYE 2025. This was followed by standby services, which contributed RM1.3 million or 2.4% of the Group's total revenue.

The remaining contribution to the Group's revenue was derived from the solar PV solutions segment, which generated RM1.8 million in the FYE 2025.

During the FYE 2025, the Group's operations are fully concentrated in Malaysia, with 100% of its revenue generated domestically.



MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

Profitability

GP for FYE 2025 stood at RM31.0 million, compared with RM37.4 million in FYE 2024, reflecting a decrease of 17.1% YoY. Notwithstanding the lower revenue base, GP margin improved to 56.1% from 53.3% in the previous year. This was mainly driven by stronger GP margins, reflecting the absence of cross renting costs that were incurred in FYE 2024, together with a reduction in outsourced services during FYE 2025, also contributed to the improved GP margin performance.

During the FYE 2025, the Group incurred RM2.2 million in one-time non-recurring listing expenses related to the IPO. As a result, administrative expenses increased to RM15.4 million from RM13.3 million in the previous year.

In line with the softer top-line performance, PBT amounted to RM14.2 million for FYE 2025 versus the RM23.0 million achieved in FYE 2024, representing a 38.3% YoY decrease. Similarly, PAT eased by 39.8% YoY to RM10.0 million from RM16.6 million in FYE 2024.

CASH FLOWS STATEMENT

Net cash generated from / (used in)	FYE 2025 RM' million	FYE 2024 RM' million
Operating Activities	9.2	16.3
Investing Activities	(15.5)	(12.2)
Financing Activities	28.6	5.0
Net Increase in Cash and Cash Equivalents	22.4	9.1

During the FYE 2025, the Group recorded a net increase of RM22.4 million in cash and cash equivalents, compared to a net increase of RM9.1 million in the FYE 2024. The movement was attributable to the following:

1. Net cash inflow from operating activities moderated to RM9.2 million in FYE 2025, compared to RM16.3 million in FYE 2024, mainly due to lower PBT, operating profit before working capital changes, and higher trade receivables.
2. Net cash outflow from investing activities expanded to RM15.5 million from RM12.2 million a year ago, primarily attributable to the purchase of generators, tools and equipment, as well as capital work-in-progress incurred for the acquisition of the new headquarter and operation yard in Klang.
3. Financing activities generated a higher net cash inflow of RM28.6 million, compared to RM5.0 million in FYE 2024. The increase was largely driven by net proceeds of RM35.3 million raised from the IPO in September 2025, after deducting share issuance expenses, partially offset by dividend payments prior to the listing.

As a result, the Group closed the year with a substantially stronger cash position of RM33.9 million, reflecting enhanced liquidity and improved financial flexibility to support fleet expansion, operational requirements and future growth initiatives.

MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

BALANCE SHEET

RM' million	31 December 2025	31 December 2024
Total Assets	101.8	62.6
Total Liabilities	24.2	25.3
Total Borrowings*	14.0	7.2
Total Equity	77.6	37.3
Current ratio (times)	7.53	1.67
Gearing ratio (times)	0.18	0.19

* Total borrowings include term loans and hire purchase payables

As at 31 December 2025, the Group's total assets increased by RM39.2 million or 62.6% to RM101.8 million, compared to RM62.6 million in the previous year. The increase was primarily attributable to higher fixed deposits with licensed banks and cash and bank balances as well as increase in property, plant and equipment (mainly generator sets and ancillary equipments), following receipt and deployment of the IPO proceeds.

Total equity rose substantially to RM77.6 million from RM37.3 million as at 31 December 2024, representing an increase of RM40.3 million or 108.0%. The growth was mainly driven by an increase in issued share capital of RM36.0 million from the issuance of 180,000,000 new ordinary shares at an issue price of RM0.20 per ordinary share net of share issuance expenses of RM0.7 million and higher retained earnings from the PAT of RM10.0 million recorded in the FYE 2025.

Total liabilities stood at RM24.2 million, broadly similar to RM25.3 million in the prior year. Meanwhile, total borrowings grew to RM14.0 million from RM7.2 million as at 31 December 2024 due to higher long-term borrowings from the progressive drawdown of the term loan facility to part finance the new headquarter and operation yard in Klang.

Despite the increase in total borrowings, the Group's current ratio and gearing ratio remained healthy at 7.53 times and 0.18 times respectively as at 31 December 2025, underscoring our prudent capital management and financial flexibility to support ongoing operational and expansion initiatives.

The Group ended FYE 2025 with a solid financial and liquidity position, underpinned by a strong net cash position. Total cash and cash equivalents stood at RM33.9 million, compared with total borrowings of RM14.0 million, reflecting a minimal debt profile which provides headroom for the Group to capitalise on and finance future growth opportunities.

DIVIDENDS

The Group is committed to maintaining a prudent balance between delivering returns to shareholders and supporting the long-term sustainability of the business. After careful deliberation and taking into consideration the current operating environment and the Group's growth priorities, the Board has not recommended any dividend for the FYE 2025 as the Company was only listed on the ACE Market on 24 September 2025.

This approach allows the Group to retain resources to support its ongoing operations, strengthen its financial position to pursue and capitalise on growth opportunities as they arise. Through this disciplined capital management, the Group aims to continue creating sustainable long-term value for its shareholders.

MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

ANTICIPATED OR KNOWN RISKS AND MITIGATING MEASURES

As the Group pursues its strategy to improve performance for sustained growth to deliver long-term value to our shareholders, several material anticipated or known risks have been identified and mitigating measures implemented by the Group are set out below:

1. Exposure to fluctuations in industrial diesel prices

Industrial diesel is a key operating input for our generator rental services, and its price may fluctuate due to factors such as movements in global crude oil prices, global supply and demand conditions, as well as broader economic and geopolitical developments, all of which are beyond our control. Significant increases in diesel prices could raise operating costs and affect financial performance if the higher costs cannot be fully passed on to our customers.

To manage this exposure, we adopt a flexible pricing approach whereby a portion of diesel cost fluctuations may be passed through to customers, subject to the terms of the relevant service agreements. In addition, we closely monitor diesel price movements and manage our operational arrangements with customers accordingly to mitigate potential cost pressures.

2. Reliability and availability of generator fleet

Our operations depend on its generator fleet remaining in reliable working condition to support both planned maintenance and emergency power requirements. Unexpected breakdowns or prolonged downtime of generators could affect our ability to meet customer demand and fulfil contractual obligations causing us to lose in revenue, suffer penalties or even adversely impacting our reputation as a reliable and trusted service provider.

To mitigate this risk, we maintain a structured preventive maintenance programme, with generators serviced approximately every 300 operational hours to ensure optimal performance and reliability. The Group also maintains a sizeable fleet of generators with varying capacities and keeps reserve units available to ensure operational readiness and support contingency deployment when required.

3. Dependence on skilled technical workforce

We rely on a skilled and experienced workforce to support our operational and technical activities, including generator installation, maintenance and troubleshooting. A shortage of skilled personnel with the necessary technical expertise could affect the Group's operational efficiency and service delivery.

To address this, we prioritise the recruitment of personnel with relevant technical qualifications and certifications recognised by the Energy Commission Malaysia as well as emphasise ongoing training and skills development to ensure our operational and technical teams are equipped with the necessary expertise to support customers' requirements effectively and timely.

MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

OUTLOOK

Looking ahead to 2026, Malaysia's economic outlook with GDP projected to grow between 4.0% to 4.5% is expected to remain supportive, underpinned by continued infrastructure development and steady domestic demand. According to the International Monetary Fund, Malaysia's gross domestic product is projected to grow by 4.3% in 2026, supported by resilient global growth, sustained investment activity and ongoing public sector development initiatives.

The construction sector is expected to remain active as the Government commences the first year of the 13th Malaysia Plan in 2026, with a planned gross development expenditure of approximately RM81.0 billion. This allocation is expected to support continued infrastructure development, public utilities and transportation projects across the country, creating opportunities for companies such as the Group that provide solutions supporting construction and maintenance activities.

Demand for temporary power solutions is also expected to be supported by developments in the power generation and oil and gas sectors. As Tenaga Nasional Berhad ("TNB") continues to expand and upgrade electricity infrastructure, temporary generator sets are often deployed to provide backup power and support maintenance works to ensure continuity of supply during grid upgrades. In the oil and gas sector, exploration, drilling and development activities frequently take place in remote or offshore locations where grid connectivity is limited, creating the need for reliable temporary power solutions to support field operations.

More broadly, generator rental services are widely used across construction, infrastructure and industrial projects where temporary power is required to operate equipment, support site operations and provide contingency power during grid outages. As Malaysia continues to invest in infrastructure development and energy transition initiatives, demand for flexible and reliable power solutions is expected to remain supportive for the Group's generator rental business.

In line with these growth prospects, the Group continues to utilise the remaining proceeds raised from its IPO to strengthen its operational capacity and support future expansion, as summarised below.

	Proposed Utilisation		Actual Utilisation RM' million	Balance as at 31 March 2026 RM' million	Estimated Timeframe for use of the IPO Proceeds from the date of Listing
	RM' million	%			
Purchase Of Generators	20.5	56.9	11.6	8.9	Within 36 months
Repayment Of Bank Borrowings	5.0	13.9	5.0	-	Within 6 months
Purchase Of Medium And High Voltage Equipment	4.1	11.3	1.6	2.4	Within 36 months
General Working Capital	2.2	6.1	2.2	-	Within 24 months
Estimated Listing Expenses	4.2	11.8	4.2	-	Within 3 months
Total	36.0	100.0	24.7	11.3	

Proceeds were primarily allocated towards expanding the Group's generator fleet and acquiring medium and high voltage equipment to complement the expanded generator fleet. As part of this expansion plan, the Group had already purchased 46 generator sets to support on-going demand. The Group also plans to expand its customer base and geographical coverage while continuing to scale its solar PV solutions business.

Against this backdrop, the Group remains well positioned to benefit from the favourable landscape of its end-user industries. The Group's recent entry into Sarawak also presents new opportunities, as this state continues to attract investments in infrastructure, utilities, energy and industrial development, which are expected to support demand for reliable temporary power solutions.

MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

Looking ahead, the Group will continue to pursue growth across both existing and new markets, while deepening its existing participation within the oil and gas sector. Domestically, this involves expanding our customer base across electric utilities, construction companies, event organisers and government agencies, supported by wider geographical coverage to improve responsiveness and service delivery nationwide.

Beyond Malaysia, Indonesia represents a sizeable and growing market for generator rental services, driven by ongoing infrastructure development, industrial expansion and the country's vast geographical landscape. The Group intends to leverage its technical capabilities and operational track record to establish a presence in such markets, while progressively diversifying its end-user base through greater involvement in oil and gas-related activities.

While pursuing these opportunities, the Group remains committed to disciplined operational execution and effective cost management to strengthen its market position and deliver sustainable long-term value to shareholders.

The Group is also mindful of potential volatility in diesel prices arising from geopolitical developments, including the ongoing tensions in the Middle East. As diesel is a key operating cost for generator rental services, fluctuations in diesel prices may affect operating margins. To mitigate this exposure, the Group incorporates price adjustment mechanisms or passes through fuel cost increases to customers where feasible. The Group will continue to monitor developments closely and manage its operations with greater agility.

APPRECIATION

On behalf of the Board, I would like to extend our sincere appreciation to our customers, business partners, suppliers, and bankers for their continued trust and collaboration. Their confidence in the Group and the strong working relationships we have built over the years have played an important and valued role in supporting the Group's progress.

I would also like to thank my team for their enduring dedication and professionalism. Their commitment, teamwork and operational discipline have been integral in driving reliable and efficient service delivery and upholding the high standards expected by our customers.

Moving forward, the Group will remain focused on strengthening its operational capabilities, pursuing growth opportunities and delivering sustainable long-term value to our shareholders.

Sincerely,

Mr. Lim Cheng Ten
Managing Director

SUSTAINABILITY STATEMENT

INTRODUCTION

Express Power Solutions (M) Bhd. ("Express Power" or "the Company") together with its subsidiaries ("the Group"), is an established provider of generator rental services and related power solutions in Malaysia. The Group serves customers across diverse industries, including utilities, construction, and infrastructure projects, by providing generator rental services and ancillary electrical equipment, to meet temporary, standby, and emergency power requirements.

Since commencing operations in 2005, the Company via our wholly-owned subsidiary, Express Mission Sdn. Bhd. ("Express Mission"), has operated in environments where power reliability is critical to support customers' ongoing operations. The Group's generators are deployed to serve as the main source of energy or as a supplementary power for peak usage hours, depending on the needs of the customers.

Given the nature of our generator rental operations, the Group's activities give rise to sustainability considerations. These relate to how resources and energy are used, and how operational and environmental impacts are managed, among other considerations. As such, disciplined operating practices and assets' reliability have long been core guiding principles for the Group's day-to-day operations.

This report represents the Group's maiden Sustainability Statement ("SS2025" or "Statement"), providing a structured framework for articulating the Group's material economic, environmental, social and governance ("EESG") efforts. The SS2025 establishes a baseline for future sustainability reporting and provides stakeholders with an overview of how sustainability considerations are integrated into the Group's operations as the business continues to grow.

SUSTAINABILITY STATEMENT (CONT'D)

ABOUT THIS STATEMENT

Reporting Scope and Boundaries

The SS2025 encompasses the Group's activities under direct management oversight, unless otherwise stated. Specifically, it covers the EESG activities of the Company and its wholly-owned subsidiary, Express Mission. The Group's operational footprint during the reporting period is summarised below:

Premises	Number of Sites	Locations
Headquarters ("HQ")	1	Klang
Offices	2	Kuala Lumpur, Puchong
Operation Yards	7	Bandar Bukit Raja, Kuala Lumpur, Pasir Gudang, Kulai, Kelantan, Penang

Another subsidiary of the Group, Express Energy Solutions Sdn. Bhd., based in the Federal Territory of Labuan, is excluded from this Statement due to its limited scale and non-material contribution during the reporting period, as the Group's operations are primarily concentrated in Peninsular Malaysia.

Reporting Period

This Statement covers the reporting period from 1 January 2025 to 31 December 2025 ("FYE 2025") unless otherwise specified.

Reporting Frameworks and Standards

The SS2025 has been prepared in accordance with the ACE Market Listing Requirements ("Listing Requirements") of Bursa Malaysia Securities Berhad ("Bursa Securities"), with reference to Bursa Securities' Sustainability Reporting Guide and Toolkits (3rd Edition) and the Malaysian Code on Corporate Governance 2021 ("MCCG"). These requirements form the primary basis for the scope and disclosures presented in the SS2025.

In developing the SS2025, we also considered the emerging direction of the National Sustainability Reporting Framework ("NSRF") drawing on the International Financial Reporting Standards ("IFRS") *S1 General Requirements for Disclosure of Sustainability-related Financial Information* ("IFRS S1") and *IFRS S2 Climate-related Disclosures* ("IFRS S2"). Where relevant, the Group also referred to selected indicators from the Sustainability Accounting Standards Board Standards ("SASB"), particularly those applicable to the "Services" sector.

While our reporting is not yet aligned with IFRS S1 and IFRS S2, these standards have been considered to provide context on the direction of future sustainability and climate-related disclosures.

Statement of Assurance

The SS2025 has been reviewed and approved by the Board of Directors ("the Board") of Express Powerr on 20 April 2026. All disclosures have been validated by the relevant head of departments across the Group for accuracy. This Statement has not been subjected to an assurance process by an independent assurance provider.

Forward-looking Statements

This Statement includes forward-looking statements intended to provide stakeholders with insights into our perspectives and plans for the future. These forward-looking statements are not guarantees or definitive predictions of the Group's future performance. Therefore, readers are advised to interpret them with caution and avoid placing undue reliance on them.

SUSTAINABILITY STATEMENT (CONT'D)

Feedback and Contact

Express Powerr remains committed to continuously enhancing the quality, transparency, and relevance of our sustainability reporting. Any feedback and suggestions are invaluable in helping us strengthen our reporting practices and sustainability performance.

If any stakeholders have any comments regarding this Statement or require further information or clarification, please contact us at: jolynn.tan@expressmission.com.

SUSTAINABILITY GOVERNANCE

Sustainability oversight is embedded within the Group's existing governance framework, with defined roles and responsibilities.

The Board has overall responsibility for sustainability governance and provides oversight to ensure that sustainability considerations are incorporated into the Group's strategy, planning and operations. The Board has delegated certain functions on sustainability management and reporting to the Audit and Risk Management Committee ("ARMC").

To support the Board and the ARMC, the Group has established a Sustainability Committee, led by the Managing Director, assisted by the Financial Controller, other Senior Management members and head of relevant departments. This committee is responsible for setting measurable sustainability objectives, monitoring performance and reporting progress to the ARMC and Board at least on an annual basis.

Departmental teams support the implementation of sustainability initiatives within their respective functions and provide operational data for sustainability monitoring and reporting.

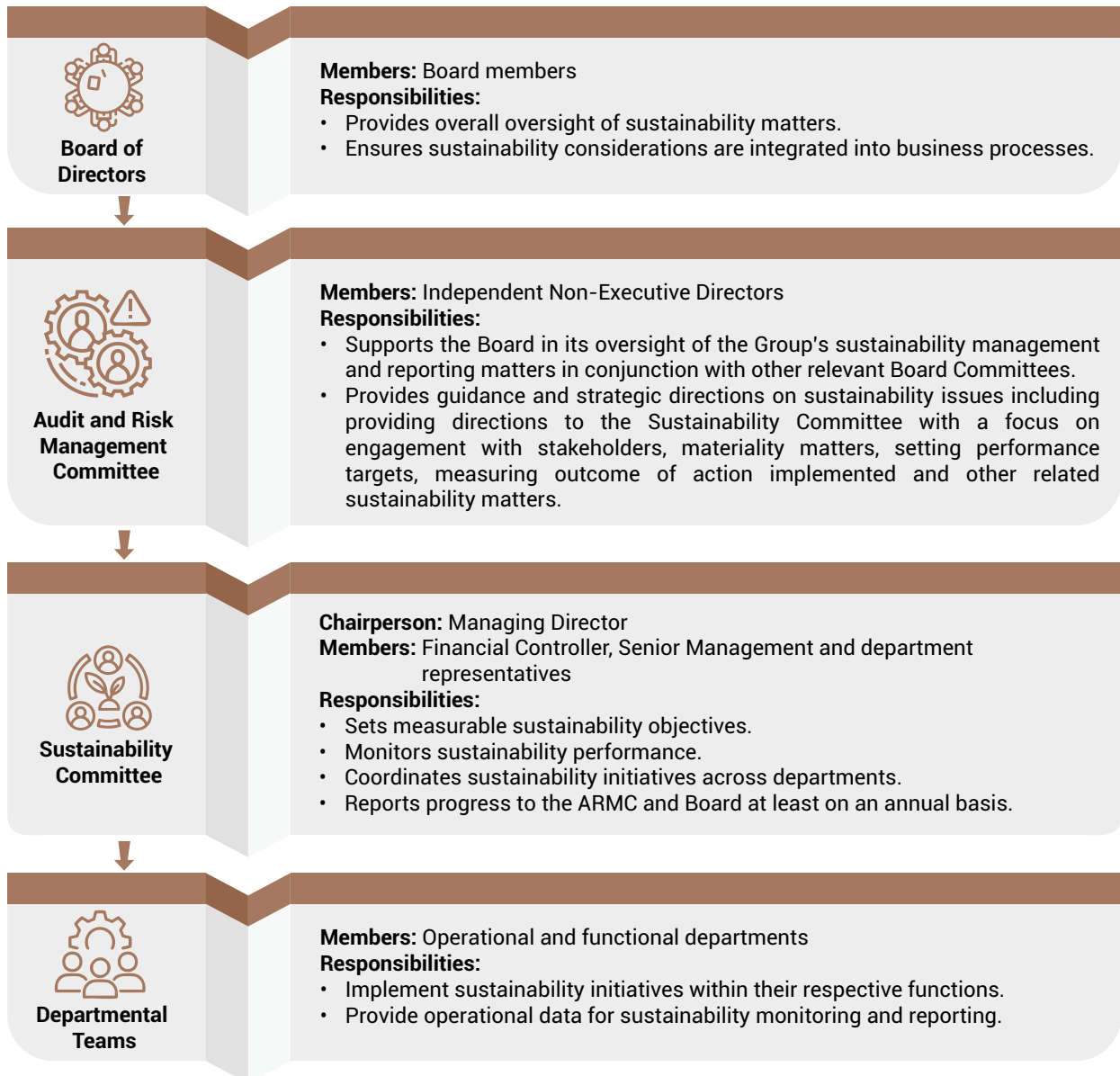
To further strengthen our sustainability governance and reporting practices, we also engaged an external reporting specialist during the year to provide advisory support on sustainability matters and assist with the preparation of this Statement.



SUSTAINABILITY STATEMENT (CONT'D)

The Group's sustainability governance operates across three tiers, as summarised below.





Sustainability Governance Structure






SUSTAINABILITY STATEMENT (CONT'D)

STAKEHOLDER ENGAGEMENT

Stakeholder engagement provides valuable feedback for the Group to consider when implementing its sustainability agenda. Communication is carried out through existing business and operational processes, enabling the Group to maintain regular interactions with key stakeholders as part of our day-to-day activities. The table below outlines the Group's key stakeholder groups, along with their primary areas of interest, main engagement channels and frequency of engagement.

Stakeholder Group	Type of Engagement	Engagement Frequency	Areas of Interest
Shareholders / Investors 	<ul style="list-style-type: none"> Annual General Meetings Company announcements on Bursa Securities' platform Corporate website Media announcements 	<ul style="list-style-type: none"> Annually As and when required As and when required As and when required 	<ul style="list-style-type: none"> Business performance and financial outlook Growth strategy Shareholders' return on investment Corporate governance and risk management
Customers 	<ul style="list-style-type: none"> Sales meetings Contract discussions Technical briefings and site coordination After-sales support and customer feedback Corporate website and digital communication 	<ul style="list-style-type: none"> As and when required As and when required Monthly As and when required As and when required 	<ul style="list-style-type: none"> Service quality and consistency Equipment performance and compliance with safety requirements Timely deployment and service responsiveness Pricing transparency and contract terms Compliance with product specifications Ethical business conduct and data confidentiality
Suppliers 	<ul style="list-style-type: none"> Regular operational communication Procurement agreements Supplier evaluations and performance reviews Meetings 	<ul style="list-style-type: none"> Every transaction As and when required As and when required As and when required 	<ul style="list-style-type: none"> Supply chain management Ethical, transparent and responsible procurement policies Compliance with quality and safety requirements Payment arrangements Long-term partnership opportunities
Employees 	<ul style="list-style-type: none"> Daily interactions Team meetings Annual performance reviews Training and development programmes Company engagement activities 	<ul style="list-style-type: none"> Daily As and when required Annually Ongoing, with specific programmes scheduled throughout the year As and when required 	<ul style="list-style-type: none"> Fair employment practices Occupational health and safety Workplace satisfaction Professional growth Compensation and performance expectations

SUSTAINABILITY STATEMENT (CONT'D)

Stakeholder Group	Type of Engagement	Engagement Frequency	Areas of Interest
Government / Regulatory Agencies 	<ul style="list-style-type: none"> Consultation on regulatory matters 	<ul style="list-style-type: none"> As and when required 	<ul style="list-style-type: none"> Accurate and timely reporting Compliance with relevant laws and regulations Environmental and emissions requirements Ethical and transparent business practices
	<ul style="list-style-type: none"> Participation in consultations and discussions 	<ul style="list-style-type: none"> As scheduled 	
	<ul style="list-style-type: none"> Inspection, audits and compliance reviews 	<ul style="list-style-type: none"> As and when required Annually 	
Industry Associations 	<ul style="list-style-type: none"> Communication through meetings, emails, and telephone calls 	<ul style="list-style-type: none"> As and when required 	<ul style="list-style-type: none"> Industry trends and technical standards Regulatory updates Market and infrastructure development initiatives Trends on best practices
	<ul style="list-style-type: none"> Corporate website 	<ul style="list-style-type: none"> As and when required 	
	<ul style="list-style-type: none"> Annual dinners 	<ul style="list-style-type: none"> Annually 	
	<ul style="list-style-type: none"> Seminars 	<ul style="list-style-type: none"> As and when required 	
Local Communities 	<ul style="list-style-type: none"> Regular interactions 	<ul style="list-style-type: none"> Ongoing, and as and when required 	<ul style="list-style-type: none"> Social responsibility Job opportunity Responsible resource and waste management Environmental impacts
	<ul style="list-style-type: none"> Community engagement activities 	<ul style="list-style-type: none"> As and when required 	
	<ul style="list-style-type: none"> Corporate Social Responsibility ("CSR") events 	<ul style="list-style-type: none"> As and when required 	

MATERIALITY ASSESSMENT

As part of our sustainability reporting process, we conducted our first materiality assessment in the FYE 2025 to identify sustainability-related matters relevant to the Group and key stakeholder groups.

The assessment was conducted using an internally focused approach, with reference to Bursa Securities' Sustainability Reporting Guide (3rd Edition). In this process, we reviewed the Group's existing practices against the Listing Requirements and recommended practices of the MCCG, and benchmarked against peers within the power rental and equipment services sector. Broader sustainability topics, including climate-related considerations, were also taken into account. Inputs from the Management as well as operational and functional departments were incorporated to ensure that the identified material matters are relevant to our operations and aligned with the Group's priorities.

SUSTAINABILITY STATEMENT (CONT'D)

Based on this assessment, we have identified ten (10) material sustainability matters ("MSMs") that are most relevant to the Group's operations and the key stakeholder groups. These MSMs are categorised under the four (4) EESG pillars, as presented below:



OUR APPROACH TO SUSTAINABILITY

Express Powerr's commitment to sustainability is guided by its Sustainability Policy, which provides the overarching framework for managing material sustainability-related risk and opportunities across the Group.

As a provider of generator rental services and related power solutions, we recognise that a reliable electricity supply plays an important role in supporting safe and continuous operation of essential services. At the same time, the Group acknowledges that responsible operations are integral to long-term value creation and minimise environment impact for the benefit of society at large.

SUSTAINABILITY STATEMENT (CONT'D)

In line with the Sustainability Policy, the Group's sustainability approach is anchored on four (4) key principles: sustainable operations, environmental stewardship, social responsibility and governance excellence. These principles guide how the Group manages its operations, resources and stakeholder relationships, forming the basis of the Group's EESG priorities, as outlined below.

Sustainability Policy



- 

Sustainable Operations

We strive to deliver long term value while balancing economic, environmental and social considerations.
- 

Environmental Stewardship

We manage our operations responsibly to minimise environmental impacts, reduce waste and support the transition toward cleaner energy solutions.
- 

Social Responsibility

We prioritise the health, safety, and well-being of our employees, contractors, and communities, while promoting diversity, inclusion, and meaningful engagement.
- 

Governance Excellence

We maintain ethical, transparent, and accountable practices across the Group, embedding sustainability into governance and decision-making.

The Sustainability Policy is reviewed periodically to ensure continued relevance, with any updates subject to Board approval.

INDUSTRY ENGAGEMENT

Express Powerr maintains memberships with relevant industry associations, including the Malaysian Photovoltaic and Sustainable Energy Industry Association and the Master Builders Association Malaysia. These memberships enable the Group to remain informed of, amongst others, regulatory developments, best practices, as well as sustainability and industry developments relevant to its business.

GOVERNANCE

ETHICAL BUSINESS PRACTICES

The Group operates within a regulated environment and is committed to complying with applicable laws and regulations governing our operations. Ethical business practices are embedded within the Group's governance framework and underpin how the Group conducts its operations and makes business decisions. The Board exercises oversight over these practices, which are implemented through established policies and procedures applicable across the Group.

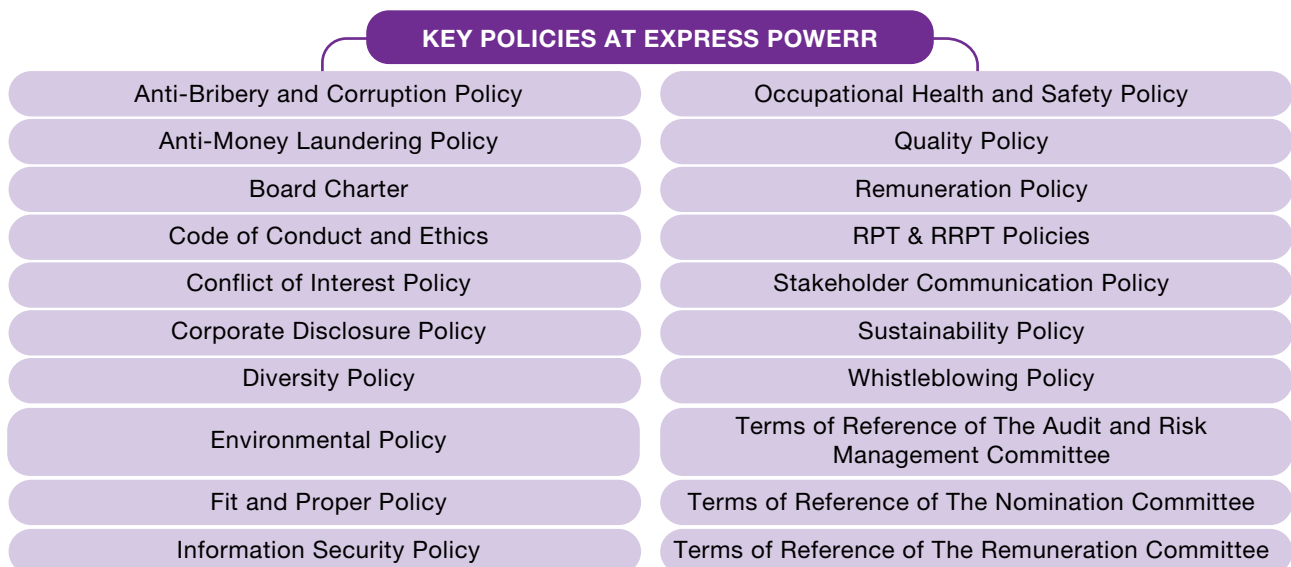
SUSTAINABILITY STATEMENT (CONT'D)

In FYE 2025, the Group undertook several governance-related initiatives as part of our preparation for the Initial Public Offering ("IPO") and listing on the ACE Market of Bursa Securities. These initiatives focused on strengthening disclosure practices, formalising Board oversight, and enhancing transparency as disclosed in the Company's Prospectus and related listing documentation.

Governance Framework

Oversight of governance standards at Express Powerr rests with the Board, who hold ultimate responsibility for ensuring that the Group operates in accordance with applicable laws, regulations, Listing Requirements, recommended practices of the MCCG, and internal policies. The ARMC supports the Board in overseeing the adequacy and effectiveness of the Group's internal control, risk management and compliance frameworks. Meanwhile, Senior Management is responsible for implementing Board-approved policies, monitoring compliance, and ensuring that ethical standards are communicated and applied across daily operations.

To support responsible business conduct, the Group has implemented governance-related policies applicable across the Group. Collectively, these policies set out clear expectations and practical guidance on acceptable conduct and help ensure a common standard of behaviour throughout the organisation. Key policies are available for reference on the Company's corporate website at www.exp.com.my.



Anti-Bribery and Corruption Policy

Express Powerr adopts a zero-tolerance approach towards all forms of bribery and corruption. The Group has reinforced this commitment with the Anti-Bribery and Corruption Policy to define expected standards of ethical conduct and prevent corrupt practices in the course of its business activities.

This policy applies across the Group and covers all Directors, employees, as well as relevant internal and external third parties acting on the Group's behalf, including suppliers, contractors, and service providers. It references to the provisions of the Malaysian Anti-Corruption Commission Act 2009 ("MACC Act"), including the corporate liability provisions under Section 17A as well as the T.R.U.S.T. principles when formulating and adopting this policy.

This policy prohibits the offering, giving, soliciting, or accepting of bribes, facilitation payments, kickbacks, or other improper advantages in business dealings. It also provides guidance on gifts and hospitality, conflicts of interest, and other situations that may give rise to ethical risks.

Oversight of this policy is exercised by the Board, with implementation and monitoring carried out by Senior Management.

SUSTAINABILITY STATEMENT (CONT'D)

Any suspected breaches may be reported through established internal channels, including the whistleblowing mechanism.

During FYE 2025, the Group recorded zero (0) reported incidents of corruption and non-compliance with applicable laws, rules and regulations.

Whistleblowing Policy

The Group has the Whistleblowing Policy in place, providing employees and external parties with a formal channel to report suspected misconduct, including fraud, bribery, corruption, breaches of law or unethical behaviour. This policy applies across the Group and includes safeguards to protect whistleblowers from retaliation, with confidentiality maintained. Oversight of whistleblowing matters is exercised by the Board through the ARMC, with reports assessed and addressed in line with established procedures.

During FYE 2025, there were zero (0) substantiated whistleblowing cases reported.

ZERO

reported incidents of corruption and non-compliance with applicable laws, rules and regulation in FYE 2025



ZERO

whistleblowing cases reported in FYE 2025



DATA PRIVACY AND SECURITY

In the course of our operations, we handle a range of information, including corporate, employee and customer data. Protecting the confidentiality and integrity of this information is essential to maintaining operational reliability and stakeholder trust as well as to mitigate against regulatory and legal risks.

An Information Security Policy is in place to govern the management of information in all forms, including electronic, physical and verbal records. This policy applies to all employees, contractors, consultants and third parties who access, process or manage the Group's information and sets out the requirements for responsible information handling.

Access to information systems is controlled based on job roles and operational responsibilities. User access rights are reviewed periodically and revoked when no longer required. Sensitive and confidential information is managed in accordance with internal procedures to prevent unauthorised access, disclosure, alteration or loss.

Personal data is handled in accordance with applicable data protection laws and regulations, including the Personal Data Protection Act 2010 ("PDPA"). Such data is collected, processed, and used only for legitimate business purposes as authorised by the data subject.

Any actual or suspected information security incidents or data breaches are required to be reported through internal reporting channels to enable timely investigation and follow-up. Oversight of data privacy and information security is provided by the Board and Senior Management, while implementation is managed by the Administration function.

During FYE 2025, the Group recorded zero (0) substantiated cases of data breaches or complaints relating to customer privacy.

ZERO

cases of data breaches in FYE 2025



SUSTAINABILITY STATEMENT (CONT'D)

ECONOMIC

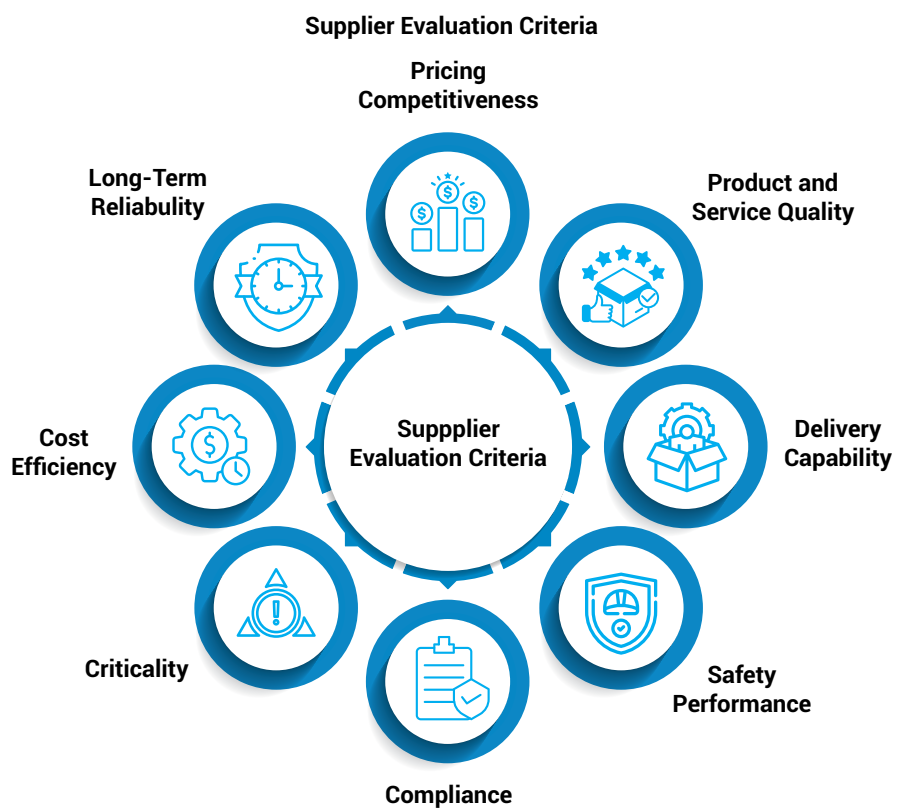
SUPPLY CHAIN MANAGEMENT

An effective and resilient supply chain underpins Express Power's ability to deliver reliable generator rental services. The timely availability of generators, spare parts, fuel, and supporting services is critical to operational continuity and meeting customer requirements.

Supplier Sourcing and Performance Monitoring

Procurement activities are carried out in line with the Group's operational needs. These cover the sourcing of fuel, logistics support, maintenance services, consumables, generator sets and original equipment manufacturer ("OEM") spare parts, among others. Key details, including technical specifications, quantities, delivery timelines and site requirements, are defined at the outset to ensure operational readiness and smooth operations.

All purchasing decisions are carried out in accordance with the Group's established internal procedures. Prospective suppliers are evaluated based on defined criteria covering commercial and compliance considerations as depicted in the Supplier Evaluation Criteria diagram.



Once appointed, suppliers are subject to ongoing monitoring and periodic performance reviews, particularly for key and recurring suppliers. Assessments focus on service quality, delivery timeliness, reliability and responsiveness in supporting operational requirements. To promote ethical business conduct within the supply chain, suppliers are expected to comply with applicable anti-corruption laws, including the MACC Act, which may be incorporated into purchase orders and other documentations, where applicable.

Supply Chain Risk Management

Given the Group's reliance on the timely availability of supplies, managing supply chain risks is an important part of maintaining service continuity. Key risks include diesel price volatility, equipment availability, spare parts supply constraints, and potential logistics disruptions. These risks are managed through a combination of practical measures, including diversifying our supplier base, carrying out preventive maintenance to reduce unplanned equipment needs, maintaining inventory buffers for critical spare parts, and using alternative logistics arrangements where necessary to support uninterrupted operations.

SUSTAINABILITY STATEMENT (CONT'D)

Supplier Profile

Depending on the nature and availability of the goods or services required, the Group may source from both local and foreign suppliers. Local suppliers primarily support day-to-day operational needs such as fuel supply, logistics, maintenance services and consumables, while foreign suppliers mainly provide generator sets and OEM spare parts that are critical to the Group's core operations.

98.7%

local suppliers in
FYE 2025



During FYE 2025, the Group engaged a total of 304 vendors, with local suppliers accounting for 98.7% of the Group's supplier count, while foreign suppliers represented 1.3%.

98.4%

of total spending
was directed to
domestic vendors
in FYE 2025



As for the Group's procurement spending, 98.4% was spent on local suppliers, while 1.6% was directed to foreign suppliers. The use of local suppliers supports supply chain responsiveness and contributes to local economic activity.

CUSTOMER EXPERIENCE AND SERVICE RELIABILITY

Reliable service delivery is central to the Group's core generator rental business. Customers often depend on an uninterrupted electricity supply for operational continuity, particularly in time-sensitive and safety-critical environments.

Express Powerr serves customers across a broad range of sectors, including utilities, oil and gas, data centres, engineering and construction, industrial and manufacturing, events and entertainment, as well as government and public sector organisations. Among our key customers is Tenaga Nasional Berhad ("TNB"), Malaysia's national electricity utility company, to whom we provide generator rental services.

Service reliability, safety, equipment performance and timely responses are therefore essential to meeting customer expectations.

Service Delivery

Customer engagement begins at the pre-rental stage, where the Group's operational and technical teams provide consultation to assist customers in selecting appropriate generator configurations and rental arrangements. Considerations include power requirements, site conditions, safety requirements, and operational constraints to ensure solutions are both effective and reliable.

Our generator rental services include installation and dismantling, technical support and the provision of on-site operational personnel such as engine drivers and technicians. To support stable power distribution, the Group also supplies ancillary equipment including distribution boards, generator synchronisation panels, transformers, switchgears, load banks and cables. Rental arrangements are offered on flexible terms depending on customers' needs, ranging from daily, weekly to monthly durations, with no minimum rental period.

SUSTAINABILITY STATEMENT (CONT'D)

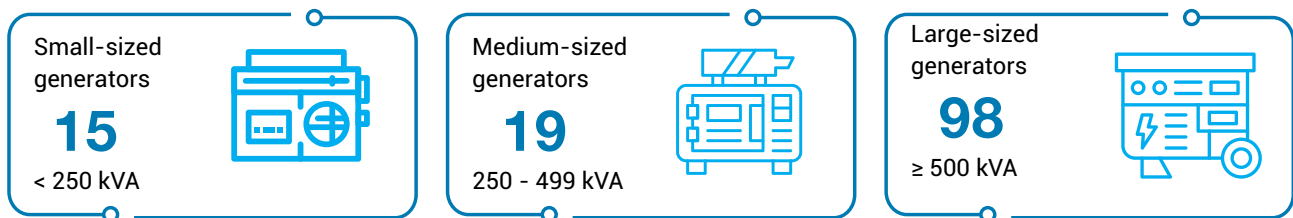
Our Generator Fleet

As at 31 December 2025, Express Powerr operates a total fleet of 132 generators, comprising 15 small-sized generators (< 250 kilovolt-amperes ("kVA")), 19 medium-sized generators (250 - 499 kVA), and 98 large-sized generators (\geq 500 kVA), supporting diverse power requirements across multiple projects sites.

Our generator fleet consists of two (2) main generator types – mobile and canopy generators. Mobile generators are portable generator units mounted on a truck, providing mobile power solutions for customers. Meanwhile, canopy generators are mostly used in outdoor settings, with protective enclosures designed to reduce noise levels and shield equipment from weather conditions.



132 GENERATORS



Generator mobilisation and on-site servicing are supported by 84 trucks and 29 vehicles owned by the Group, which enabled the timely transportation of equipment and personnel between operation yards and customer locations.

Generator Maintenance

All generators are scheduled for routine servicing every 300 operational hours to ensure equipment remains in good and operable condition when deployed throughout the rental period.

Routine maintenance is carried out in-house, while major repairs requiring specialised skills or tools, such as engine overhauls or alternator works, are outsourced to qualified third-party service providers. Quality control measures, including testing prior to deployment and regular condition assessments, are implemented to minimise the risk of equipment failure.

Response Capability





The Group is equipped to respond to both routine service requirements and emergency situations. For generator rental services, Express Powerr generally responds to deployment or service requests within two (2) hours upon request, subject to site conditions and distance of the project site from the operation yards.

To reduce the risk of service disruption, the Group maintains standby generators that can be deployed promptly in the event of equipment failure. Where specific generator configurations are unavailable due to inventory constraints, the Group may cross-rent generators from third-party suppliers to maintain continuity of service deliveries.

SUSTAINABILITY STATEMENT (CONT'D)

Quality and Compliance

Service quality is guided by our Group-wide Quality Policy, which defines consistent service standards across all operating sites. In addition to internal standards, Express Power maintains relevant industry registrations that enable it to operate in regulated environments and undertake projects across various sectors.

Registration / Accreditation	Authority	
Class A electrical contractor	Energy Commission Malaysia	
CIDB G7 contractor	Construction Industry Development Board Malaysia (CIDB)	
Registration for Government Procurement	Ministry of Finance Malaysia (MOF)	
Solar PV service provider and Solar Accelerated Transition Action programme (Solar ATAP)	Sustainable Energy Development Authority Malaysia (SEDA)	

The Group's service performance is monitored through both internal and customer-driven review mechanisms. For projects undertaken for TNB, performance audits are conducted by TNB every six (6) months in accordance with contractual requirements.

Audit reports were issued by TNB for FYE 2025, spanning operations in Kuala Lumpur, Selangor, Johor, Kelantan and Pulau Pinang. These audits assess compliance with contractual obligations, operational capability and service performance.



Based on the audit reports by TNB, the Group was found to have complied with contractual requirements, with overall performance scores exceeding 90% across the audited locations.

The customer satisfaction surveys may be conducted periodically or following the completion of major projects, rental services, or significant transactions within the generator rental division to gather feedback on service quality, responsiveness and equipment reliability.

Audit findings and customer feedback are reviewed to identify areas for improvement. During FYE 2025, the Group recorded no major service disruptions or substantiated customer complaints arising from service reliability issues or contractual non-compliance.

SUSTAINABILITY STATEMENT (CONT'D)

ENVIRONMENTAL

ENERGY AND CLIMATE TRANSITION

The Group operates in an energy-intensive environment, where diesel-powered generators form the core of our service delivery. The combustion of diesel inherently produces carbon dioxide and other greenhouse gases ("GHG"). Accordingly, energy use and the associated GHG emissions represent key environmental considerations for the Group.

Energy Use and Emissions Profile

The Group's primary source of energy consumption arises from industrial diesel fuel used by our generator fleet, of which 74% are large-capacity units exceeding 500 kVA. Diesel usage is influenced by operational hours and project-specific power demand at customers' sites. In addition to onsite deployment, diesel is also consumed during generator testing and maintenance activities conducted at our operation yards. As the Group's operations rely on diesel-powered generators, fuel combustion will result in GHG emissions. These emissions are mainly driven by the power demands of our customers, and are therefore attributable to the end-users being served.

In addition to fuel consumption, the Group utilises electricity at its operation yards, offices and head office to support administrative functions and general site operations. During FYE 2025, total electricity consumption across the Group's operations amounted to 236,610 kWh.

Beyond direct fuel and electricity use, we recognise that GHG emissions may also arise across our value chain, including employee commuting, procurement of equipment, and logistics activities.

At present, the Group monitors and discloses electricity consumption data for its facilities, as well as maintains records of diesel purchases for operational purposes. However, a comprehensive GHG emissions inventory is in the process of being comprehensively developed. With this in mind, we are progressively strengthening our energy data collection and monitoring processes. As data availability and internal systems continue to be enhanced, this will provide improved visibility over the Group's broader GHG emissions profile and support more structured reporting in future reporting cycles.

Energy Management

The Group's management of energy use is guided by our Environmental Policy, which sets out our pledge to minimising GHG emissions, using natural resources responsibly, complying with applicable environmental laws and regulations, and continuously improving environmental performance.

Recognising that diesel use is intrinsic to generator-based operations, we focus on operational efficiency as a key lever for emissions management. In line with the Environmental Policy, we manage fuel efficiency primarily through preventive and routine maintenance of generators and fleet vehicles to ensure optimal performance. Routine servicing and timely replacement of components help to minimize performance deterioration over time, contributing to more efficient fuel use and lower emissions intensity during operations.

In addition, Express Powerr utilises Euro5 B7 grade diesel fuel for both generator and fleet operations. Euro5 B7 diesel is the standard diesel for industrial machinery in Malaysia, including generators and heavy vehicles, which contributes to lower GHG emissions compared to conventional diesel.

To further reinforce our internal commitment to energy conservation, the Group has also displayed energy-saving notices at our HQ and operation yards to encourage employees to adopt responsible energy practices in their day-to-day activities.

SUSTAINABILITY STATEMENT (CONT'D)

Supporting the Energy Transition

While diesel-powered generators remain core to the Group's current operations, Express Powerr has taken steps to diversify its energy-related activities. The Group has ventured into providing solar PV solutions as a service provider. While this segment remains in its nascent stage, it reflects the Group's intention to broaden its energy portfolio in line with Malaysia's broader transition towards cleaner energy solutions.

In FYE 2025, the Group was in compliance with applicable environmental laws, including the Environmental Quality Act 1974, and did not incur any fines or penalties arising from non-compliance with environmental laws and regulations.



WATER STEWARDSHIP

Express Powerr recognises the importance of responsible water use in our operations. While water is not a material input to the Group's core generator rental services, it is required to support routine yard operations and equipment maintenance. Accordingly, the Group's approach to water management focuses on ensuring that water is used appropriately for operational needs while maintaining compliance with applicable regulatory requirements.

The Group manages water usage in accordance with its Environmental Policy, which emphasises responsible resource use. Water consumption across the Group's operations is sourced from municipal water supply, and is primarily associated with general operational and domestic use, such as the cleaning of operation yards, use of toilet facilities and the refilling of generator radiators as part of routine maintenance activities. As the Group does not engage in manufacturing activities that require significant water withdrawal, overall usage remains relatively modest within its overall environmental footprint. During FYE 2025, the total volume of water utilised across the Group is 2,505 cubic metres ("m³").

In FYE 2025, the Group did not record any water-related incidents, including leaks, contamination events or flooding, nor were there any instances of non-compliance with water-related regulatory requirements.

WASTE MANAGEMENT

Waste generated by Express Powerr is primarily from operational yard activities, generator servicing and maintenance works, as well as routine administrative functions. These activities give rise to both non-scheduled and scheduled waste streams.

Non-scheduled waste mainly consists of general solid waste, such as packaging materials and other routine operational waste. At our HQ, we practice waste segregation, separating recyclable materials including plastic, paper, and tin cans prior to disposal. This waste is collected and disposed of through municipal councils or appointed third-party service providers in accordance with local regulatory requirements.

Meanwhile, scheduled waste is generated primarily from generator maintenance and servicing activities, comprising spent lubricating oil and used oil filters. Given the potential environmental risks associated with such waste, the Group applies controlled handling procedures to ensure safe management. All scheduled waste is properly stored, packaged and labelled prior to removal from the premises.

The subsequent collection, treatment and disposal of scheduled wastes are undertaken by licensed waste contractors registered with the Department of Environment, in compliance with applicable environmental regulations, including the Environmental Quality (Scheduled Wastes) Regulations 2005. In FYE 2025, total scheduled waste generated amounted to 0.94 tonnes.

SUSTAINABILITY STATEMENT (CONT'D)

In addition to managing waste responsibly, Express Powerr seeks to minimise waste generation at source. We prioritise the repair, refurbishment and reuse of generators, parts and components that remain in reasonable operating conditions. Through regular maintenance and refurbishment, the Group extends the useful life of equipment and reduces the need for premature disposal. Scrapping is undertaken only when equipment or components are no longer suitable for safe and effective use.

Throughout the reporting period, Express Powerr did not record any waste-related incidents, complaints or non-compliance issues, including improper disposal, spills or odour-related concerns.

ZERO

cases of waste-related incidents and non-compliance in FYE 2025



SOCIAL

LABOUR PRACTICES AND TALENT MANAGEMENT

Express Powerr's ability to deliver reliable and timely power solutions depends on the competence and commitment of its workforce. With operations spanning seven (7) operation yards across Peninsular Malaysia, the Group places strong emphasis on maintaining sound labour practices, safeguarding employee welfare and developing technical capabilities aligned with the Group's requirements.

In FYE 2025, the Group remained in compliance with relevant Malaysian labour and employment laws and regulations, including the Employment Act 1955 (Amendment 2022) and the Minimum Wages Order 2024. The Group does not engage in child labour or forced labour, and all employment is entered into voluntarily in accordance with legal requirements.

The Group's human resource function operates under a centralised framework, with policies and practices overseen at the Group level to ensure consistency and alignment across subsidiaries. This structure supports the uniform implementation of employment standards, performance management and employee development practices across all entities.

Express Mission, the Group's principal subsidiary, maintains an Employee Handbook that governs the employment framework applicable to all its employees. This handbook outlines clear expectations on employment terms, workplace conduct, leave entitlements, grievance procedures, data protection and workplace health and safety. It serves as a common reference point to ensure consistency in implementation of employment practices across subsidiaries and provides employees with clarity on their rights, responsibilities and channels for raising concerns.

Equal opportunity is a fundamental principle underpinning the Group's employment practices. Recruitment, remuneration, training and progression decisions are based on job requirements, competence and performance. The Group endeavours to foster a work environment where employees are treated fairly and with respect, regardless of gender, age, race, religion, nationality or other personal characteristics unrelated to job performance.

During FYE 2025, the Group recorded zero (0) substantiated complaints concerning human rights violations, and zero (0) cases of non-compliance with labour standards.

ZERO

reported cases of labour law violations or employee discrimination in FYE 2025



ZERO

substantiated complaints concerning human rights violations in FYE 2025



37

training programmes in FYE 2025



SUSTAINABILITY STATEMENT (CONT'D)

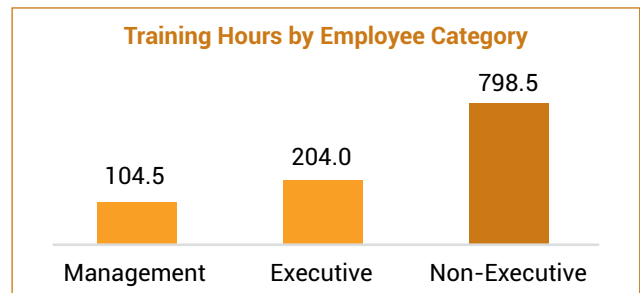
Talent Development

Given the technical and safety-critical nature of generator rental operations, employee competency development remains a priority. Training activities are planned based on operational needs, with a focus on technical skills, safety awareness and job-specific competencies relevant to the Group's activities.



During FYE 2025, the Group conducted a total of 37 training programmes, accumulating 1,107 total training hours. The average training hours per employee during the year amounted to approximately 9.3 hours for each employee.

Training records are maintained internally for monitoring and planning purposes. Looking ahead, the Group plans to implement a more structured Training Plan in 2026 to further strengthen workforce capabilities and support longer-term skills development.



Talent Management

Employee performance and career progression are evaluated through an annual performance review process. This process provides a structured framework for assessing individual performance, setting expectations and supporting development discussions between employees and supervisors. Performance reviews also support workforce planning and the identification of training and development needs aligned with operational objectives. During the year, the Group organised the *UBAH! Utopia Bagi Aspirasi Hidup* programme, a structured initiative aimed at supporting employees' personal and professional growth aspirations.

The Group offers remuneration and benefits designed to attract and retain employees while supporting employee welfare. Compensation is determined based on role requirements, market considerations and individual responsibilities.

Permanent employees are entitled to a range of benefits, including outpatient medical entitlements, group personal accident insurance and group hospitalisation and surgical coverage. Leave entitlements are granted in accordance with internal policies and statutory requirements, including annual leave, sick leave, maternity leave, paternity leave, marriage leave and compassionate leave.

Beyond formal benefits, the Group encourages employee engagement through internal activities that promote, amongst others, teamwork and morale. These include an annual dinner, employee birthday celebrations, and festive luncheons.



Express Powerr Christmas and New Year Luncheon

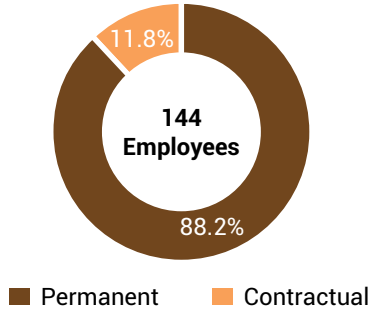


Birthday Celebration

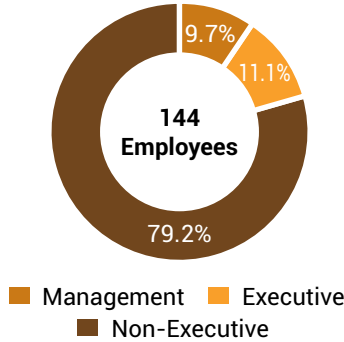
SUSTAINABILITY STATEMENT (CONT'D)

Workforce Composition (as at 31 December 2025)

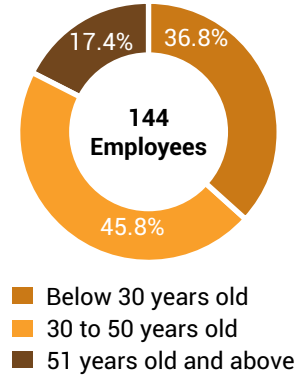
Employees by Employment Type



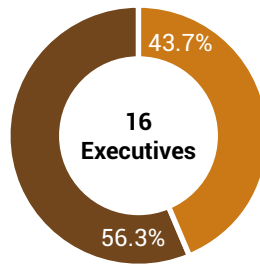
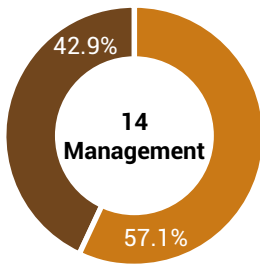
Employees by Employees Category



Employees by Age Group

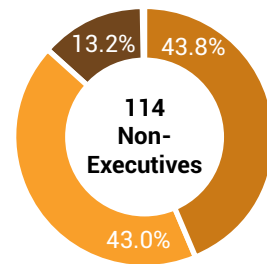
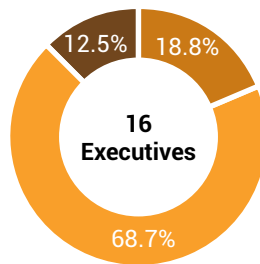
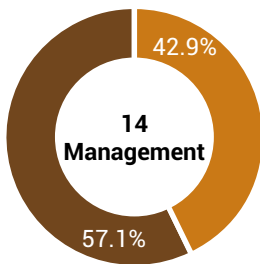


Employees Gender by Employee Category



Male Female

Employees Age Group by Employee Category

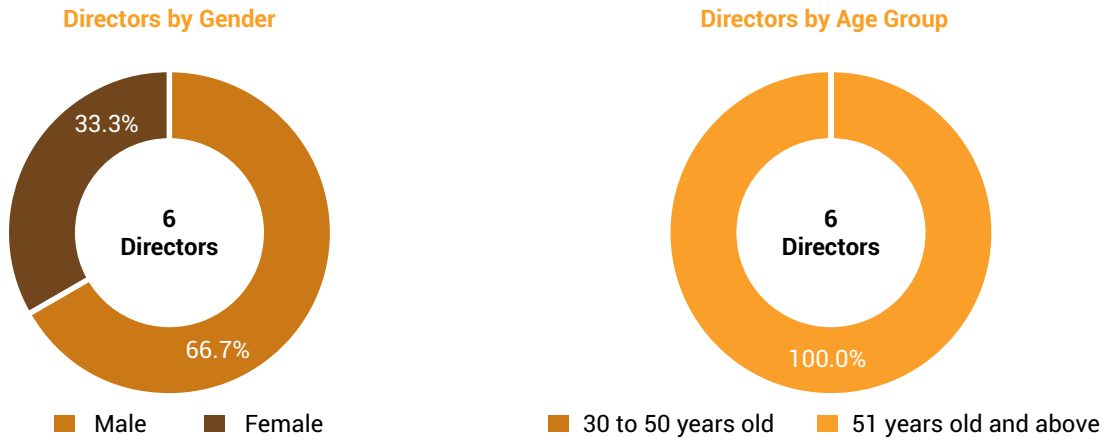


Below 30 years old 30 to 50 years old 51 years old and above

During FYE 2025, the Group recorded a total employee turnover of 35 employees, representing approximately 24% of the total workforce. Turnover occurred primarily within the non-executive category due to the operational nature of the work. The Group continues to strengthen retention through competitive compensation package, training, talent development and employee engagement initiatives.

SUSTAINABILITY STATEMENT (CONT'D)

Board Composition



The Board gender composition is in line with Practice 5.9 of the MCGG whereby the Board members comprise of at least 30% women Directors throughout the FYE 2025.

The Group recognises the importance of diversity and inclusion in building a resilient and effective workforce and diversity at Board level. In this regard, the Group has adopted a Diversity Policy to promote diversity across all levels.

Grievance Mechanisms

The Group has established formal grievance procedures to support transparent and fair resolution of workplace concerns. These procedures are outlined in the Employee Handbook, and is applicable to its employees. These channels are designed to ensure that concerns are addressed fairly, confidentially and in a timely manner. During FYE 2025, the Group recorded zero (0) substantiated complaints concerning human rights violations and zero (0) cases of non-compliance with labour standards.

OCCUPATIONAL SAFETY AND HEALTH

The activities carried out by Express Powerr involves handling generators, servicing equipment, and yard-based operations. These activities carry inherent operational risks, making workplace safety a fundamental aspect of how the Group manages its operations. Safeguarding the safety of employees, contractors, customers and surrounding communities is therefore closely integrated into our day-to-day operational oversight. A disciplined approach to safety is not only important for employee well-being, but also for maintaining service reliability and minimising operational disruptions as well as preserving the safety of communities at large.

Safety Protocols

The Group operates in compliance with applicable occupational safety and health regulations, including the Occupational Safety and Health Act 1994 ("OSHA 1994"). Safety responsibilities are managed within existing operational structures, with safety matters addressed as part of routine operational oversight.

Safety protocols apply to all individuals present at the Group's facilities, including employees, contractors and visitors. Basic safety measures are implemented at operation yards to reduce workplace and public risks and support emergency preparedness. These include the placement of fire extinguishers at appropriate locations and the installation of safety signages to promote awareness of potential hazards and safe work practices.

SUSTAINABILITY STATEMENT (CONT'D)

Safety Training and Awareness

Given the technical nature of generator operations, the Group places emphasis on maintaining appropriate qualifications and competency standards among its personnel to support safe and compliant operations.

Key technical personnel, such as chargemen, are certified and registered with the Energy Commission Malaysia in accordance with regulatory requirements. In addition, relevant workers assigned to TNB project sites are required to undergo safety training conducted by the National Institute of Occupational Safety and Health ("NIOOSH"), including the Tenaga Safety Passport ("NTSP") or the Tenaga Safety Leader Passport ("NTLSP") programmes, depending on their roles and responsibilities at the project site.

The Group has also appointed an OSH Coordinator, who has completed the required training approved by Department of Occupational Safety and Health ("DOSH"). The OSH Coordinator supports the implementation and monitoring of workplace safety practices across the Group's operations.

Safety awareness is reinforced through training and awareness initiatives. During the FYE 2025, 93 employees received training on health and safety standards. These safety programmes strengthened understanding of workplace safety requirements and reinforce safe operating practices across our sites.

93

employees received training on health and safety standards in FYE 2025



In the FYE 2025, employees attended 21 training programmes related to occupational safety and health standards, clocking in a total of 456 training hours. The programmes were conducted through both in-house sessions and external courses delivered by accredited providers such as the NIOOSH. Training sessions covered areas including first aid and emergency response, fire safety, and NIOOSH-certified safety passport programmes.



Basic First Aid Training session covering fractures, sprains, burns, scalds, bandaging and wound dressing

During the reporting period, the Group recorded zero (0) lost-time injuries ("LTI") and zero (0) work-related fatalities involving employees or contractors or the public.

ZERO

lost-time injuries in FYE 2025



ZERO

fatalities in FYE 2025



SUSTAINABILITY STATEMENT (CONT'D)

COMMUNITY ENGAGEMENT


Express Powerr operates across multiple locations in Malaysia, with operation yards and project sites situated within local communities. As the Group expands its footprint, it remains mindful of its presence and the broader social environment in which it conducts its activities. In FYE 2025, community engagement efforts focus primarily on environmental CSR initiatives that encourage employee involvement.

30
employees
participated in the
CSR activity



During the year, the Group organised a mangrove tree planting programme at Hutan Simpan Banjar Utara, Sungai Yu, Kuala Selangor, in collaboration with the Forestry Department. Approximately 30 employees participated in this activity, during which 90 mangrove saplings were planted in designated degraded areas to contribute to coastal rehabilitation efforts.

90
mangrove saplings
planted



The initiative also served as a platform to raise environmental awareness among employees and to encourage volunteerism and teamwork. Total contributions towards CSR activities during the year amounted to RM7,200.



CSR: Mangrove Tree Planting Programme and Team Building

SUSTAINABILITY STATEMENT (CONT'D)

Date & Time: 2026-04-28_09:56:08
FYE 31/12/2025

EXPRESS POWERR SOLUTIONS (M) BHD BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Ethical Business Practices	Number of confirmed incidents of corruption and action taken	Number	0	Zero incidents of corruption.	No assurance	Internal verification conducted
Ethical Business Practices	Number of confirmed incidents of whistleblowing and action taken	Number	0	—	No assurance	Internal verification conducted
Data Privacy and Security	Number of confirmed data breaches	Number	0	Zero data breaches.	No assurance	Internal verification conducted
Supply Chain Management	Total number of suppliers	Number	304	—	No assurance	Internal verification conducted
Supply Chain Management	Proportion of local suppliers	Percentage	98.7	—	No assurance	Internal verification conducted
Supply Chain Management	Proportion of foreign suppliers	Percentage	1.3	—	No assurance	Internal verification conducted
Supply Chain Management	Proportion of spending on local suppliers	Percentage	98.4	—	No assurance	Internal verification conducted
Supply Chain Management	Proportion of spending on foreign suppliers	Percentage	1.6	—	No assurance	Internal verification conducted
Energy and Climate Transition	Total energy consumption	Megawatt-hour	236.6	—	No assurance	Internal verification conducted
Energy and Climate Transition	Number of confirmed incidents of environmental non-compliance and action taken	Number	0	Zero environmental non-compliance.	No assurance	Internal verification conducted
Water Stewardship	Total volume of water used	Megalitres	2.5	—	No assurance	Internal verification conducted
Waste Management	Total scheduled waste generated	Tonnes	0.94	—	No assurance	Internal verification conducted
Waste Management	Number of confirmed incidents of waste-related issues and non-compliance	Number	0	—	No assurance	Internal verification conducted
Labour Practices and Talent Management	Number of substantiated complaints concerning human rights violations	Number	0	—	No assurance	Internal verification conducted

SUSTAINABILITY STATEMENT (CONT'D)

Date & Time: 2026-04-28_09:56:08
FYE 31/12/2025

EXPRESS POWERR SOLUTIONS (M) BHD
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Labour Practices and Talent Management	Total training programmes	Number	37	—	No assurance	Internal verification conducted
Labour Practices and Talent Management	Number of reported cases of labour law violations and employee discrimination	Number	0	—	No assurance	Internal verification conducted
Labour Practices and Talent Management	Number of substantiated complaints concerning human rights violations	Number	0	—	No assurance	Internal verification conducted
Labour Practices and Talent Management	Total hours of training by employee category - Total Employees	Hours	1,1070	—	No assurance	Internal verification conducted
Labour Practices and Talent Management	Total hours of training by employee category - Management	Hours	104.5	—	No assurance	Internal verification conducted
Labour Practices and Talent Management	Total hours of training by employee category - Executive	Hours	204.0	—	No assurance	Internal verification conducted
Labour Practices and Talent Management	Total hours of training by employee category - Non-Executive	Hours	798.5	—	No assurance	Internal verification conducted
Labour Practices and Talent Management	Percentage of employees that are permanent staff	Percentage	88.2	—	No assurance	Internal verification conducted
Labour Practices and Talent Management	Percentage of employees that are contractors or temporary staff	Percentage	11.8	—	No assurance	Internal verification conducted
Labour Practices and Talent Management	Total number of employees	Number	144	—	No assurance	Internal verification conducted
Labour Practices and Talent Management	Total number of employees by employee category - Management	Number	14	—	No assurance	Internal verification conducted

SUSTAINABILITY STATEMENT (CONT'D)

EXPRESS POWERR SOLUTIONS (M) BHD BMLR Transition Period

Date & Time: 2026-04-28_09:56:08
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Labour Practices and Talent Management	Total number of employees by employee category - Executives	Number	16	—	No assurance	Internal verification conducted
Labour Practices and Talent Management	Total number of employees by employee category - Non-Executives	Number	114	—	No assurance	Internal verification conducted
Labour Practices and Talent Management	Percentage of employees by employee category - Management	Percentage	9.7	—	No assurance	Internal verification conducted
Labour Practices and Talent Management	Percentage of employees by employee category - Executive	Percentage	111	—	No assurance	Internal verification conducted
Labour Practices and Talent Management	Percentage of employees by employee category - Non-Executive	Percentage	79.2	—	No assurance	Internal verification conducted
Labour Practices and Talent Management	Percentage of employees by age group - under 30	Percentage	36.8	—	No assurance	Internal verification conducted
Labour Practices and Talent Management	Percentage of employees by age group - between 30 to 50	Percentage	45.8	—	No assurance	Internal verification conducted
Labour Practices and Talent Management	Percentage of employees by age group - above 50	Percentage	174	—	No assurance	Internal verification conducted
Labour Practices and Talent Management	Age group by employee category - Management under 30	Percentage	0	—	No assurance	Internal verification conducted
Labour Practices and Talent Management	Age group by employee category - Management between 30 to 50	Percentage	42.9	—	No assurance	Internal verification conducted
Labour Practices and Talent Management	Age group by employee category - Management above 50	Percentage	571	—	No assurance	Internal verification conducted

SUSTAINABILITY STATEMENT (CONT'D)

Date & Time: 2026-04-28_09:56:08
FYE 31/12/2025

EXPRESS POWERR SOLUTIONS (M) BHD
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Labour Practices and Talent Management	Age group by employee category - Executive under 30	Percentage	18.8	—	No assurance	Internal verification conducted
Labour Practices and Talent Management	Age group by employee category - Executive between 30 to 50	Percentage	68.8	—	No assurance	Internal verification conducted
Labour Practices and Talent Management	Age group by employee category - Executive above 50	Percentage	12.5	—	No assurance	Internal verification conducted
Labour Practices and Talent Management	Age group by employee category - Non-Executive under 30	Percentage	43.9	—	No assurance	Internal verification conducted
Labour Practices and Talent Management	Age group by employee category - Non-Executive between 30 to 50	Percentage	43.0	—	No assurance	Internal verification conducted
Labour Practices and Talent Management	Age group by employee category - Non-Executive above 50	Percentage	13.2	—	No assurance	Internal verification conducted
Labour Practices and Talent Management	Gender group by employee category - Management male	Percentage	57	—	No assurance	Internal verification conducted
Labour Practices and Talent Management	Gender group by employee category - Management female	Percentage	42.9	—	No assurance	Internal verification conducted
Labour Practices and Talent Management	Gender group by employee category - Executive male	Percentage	43.8	—	No assurance	Internal verification conducted
Labour Practices and Talent Management	Gender group by employee category - Executive female	Percentage	56.3	—	No assurance	Internal verification conducted
Labour Practices and Talent Management	Gender group by employee category - Non-Executive male	Percentage	100	—	No assurance	Internal verification conducted
Labour Practices and Talent Management	Gender group by employee category - Non-Executive female	Percentage	0	—	No assurance	Internal verification conducted

SUSTAINABILITY STATEMENT (CONT'D)

Date & Time: 2026-04-28_09:56:08
FYE 31/12/2025

EXPRESS POWERR SOLUTIONS (M) BHD BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Labour Practices and Talent Management	Total number of employee turnover	Number	35	—	No assurance	Internal verification conducted
Labour Practices and Talent Management	Total number of directors	Number	6	—	No assurance	Internal verification conducted
Labour Practices and Talent Management	Gender group by directors - male	Percentage	66.7	—	No assurance	Internal verification conducted
Labour Practices and Talent Management	Gender group by directors - female	Percentage	33.3	—	No assurance	Internal verification conducted
Labour Practices and Talent Management	Age group by directors - under 30	Percentage	0	—	No assurance	Internal verification conducted
Labour Practices and Talent Management	Age group by directors - between 30 to 50	Percentage	0	—	No assurance	Internal verification conducted
Labour Practices and Talent Management	Age Group by directors - above 50	Percentage	100	—	No assurance	Internal verification conducted
Occupational Safety and Health	Employees trained on health and safety standards	Number	93	—	No assurance	Internal verification conducted
Occupational Safety and Health	Total training hours	Hours	456	—	No assurance	Internal verification conducted
Occupational Safety and Health	Number of occupational safety and health training programmes attended by employees	Number	21	—	No assurance	Internal verification conducted
Occupational Safety and Health	Work-related fatalities	Number	0	Zero fatalities.	No assurance	Internal verification conducted
Occupational Safety and Health	Lost time incident rate	Rate	0	Zero lost time incident rate.	No assurance	Internal verification conducted
Community Engagement	Total community investment	MYR	7,200	—	No assurance	Internal verification conducted

SUSTAINABILITY STATEMENT
(CONT'D)

EXPRESS POWERR SOLUTIONS (M) BHD
BMLR Transition Period

Date & Time: 2026-04-28_09:56:08
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Community Engagement	Number of employees participated in the corporate social responsibility activity	Number	30	—	No assurance	Internal verification conducted

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board of Directors of Express Powerr Solutions (M) Bhd ("the Board") ("Express Powerr" or "the Company") is committed to uphold high standards of corporate governance throughout the Company and its subsidiaries ("the Group") with the ultimate objective of creating long-term shareholders' value whilst taking into account the interests of other stakeholders.

This Corporate Governance Overview Statement ("CG Statement") sets out the extent to which the Company has applied the practices encapsulated in the Malaysian Code on Corporate Governance 2021 ("MCCG") and the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad ("Listing Requirements") ("Bursa Securities").

This CG Statement is also presented in compliance with Rule 15.25(1) of the Listing Requirements which provides an overview of the application by the Group of the practices recommended in the MCCG throughout the financial year ended 31 December 2025 ("FYE 2025") with reference to the following three (3) principles set out in the MCCG:

Principle A - Board Leadership and Effectiveness

Principle B – Effective Audit and Risk Management

Principle C – Integrity in Corporate Reporting and Meaningful Relationship with Stakeholders

Full details of the Group's application of each practice recommended in the MCCG are disclosed in the Corporate Governance Report 2025. Shareholders are advised to read this CG Statement together with the Corporate Governance Report 2025, which is available on the Company's website at <https://exp.com.my/corporate-governance> and through the Company's announcement published on Bursa Securities' website accessible at <https://www.bursamalaysia.com/>.

PRINCIPLE A – BOARD LEADERSHIP AND EFFECTIVENESS

PART I – BOARD RESPONSIBILITIES

1.1 Functions of the Board

The Board acknowledges its stewardship and fiduciary responsibilities as prescribed under relevant laws and regulations such as the Companies Act 2016.

The Board has approved the Board Charter which outlined its responsibilities for providing strategic oversight and leadership of the Group, including approving and monitoring corporate strategy, business plans, budgets, financial reporting, major investments, and matters reserved for its decisions, while striving to achieve sustainable long-term value creation.

The Board also oversees corporate, sustainability, risk management governance and compliance, conduct and ethical standards, succession planning, remuneration policies, effective stakeholder communication, and the overall performance of the Group.

1.2 Board Charter

As recommended in Practice 2.1 of the MCCG, the Board has formalised and adopted the Board Charter which sets out a list of specific roles and functions of the Chairman, Board Committees, Managing Director, Executive Director and Company Secretary and matters which are reserved to the Board and other matters that are important for good corporate governance.

The Board Charter is accessible through the Company's website at <https://exp.com.my/corporate-governance> and will be reviewed periodically to ensure it remains consistent with the Board's objectives, responsibilities and practices and aligned with regulatory changes such as, the MCCG and Listing Requirements.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

PART I – BOARD RESPONSIBILITIES (CONT'D)

1.3 Chairman of the Board

The Chairman, Dato' Mohd Redza Shah Bin Abdul Wahid led the Board in instilling good corporate governance practices by providing thought leadership to the Board members, ensuring the Board functions effectively on all aspects of its role and setting its agenda during the FYE 2025.

The Chairman facilitates effective decision making within the Board as well as upholding proper decorum and best practices during shareholders' general meetings.

The Chairman of the Board is an Independent Non-Executive Director and he is not a member of any Board Committees in compliance with Practice 1.4 of the MCGG.

1.4 Separation of the Position of Chairman and the Managing Director

In line with Practice 1.3 of the MCGG, Dato' Mohd Redza Shah Bin Abdul Wahid is the Chairman whilst Lim Cheng Ten is the Managing Director of the Group. This separation of these two (2) positions ensures that there is a balance of power and authority to promote accountability and prevent unfettered powers in decision making.

To further reinforce the Company's corporate governance framework, neither the Chairman nor the Managing Director are members of any Board Committees.

The key duties and responsibilities of the Chairman and Managing Director are set out in the Board Charter which is accessible from the Company's website at <https://exp.com.my/corporate-governance>.

1.5 Majority of Board Members are Independent Non-Executive Directors

The Independent Non-Executive Directors of the Company play a key role in providing unbiased and independent views, advice and insights as well as contributing their knowledge and experience toward the formulation of Board policies and in the decision-making process at Board and Board Committees level.

This Board structure ensures that no Director or group of Directors dominates the decision-making process at the Board level. Although all the Directors have equal responsibility for the Company's and the Group's operations, the roles of the Independent Non-Executive Directors are particularly important in ensuring that the strategies and other matters proposed by the Managing Director and/or Executive Director are objectively deliberated on and have taken into account the best interests, not only of the Company/Group, but also that of the minority shareholders and other stakeholders.

The Board composition with a majority of Independent Non-Executive Directors is in compliance with Rule 15.02 of the Listing Requirements as well as Practice 5.2 of the MCGG.

1.6 Board Committees

In accordance with the Listing Requirements and the MCGG, the Board had established the following three (3) Board Committees:

- (a) Audit and Risk Management Committee ("ARMC");
- (b) Nomination Committee ("NC"); and
- (c) Remuneration Committee ("RC").

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

PART I – BOARD RESPONSIBILITIES (CONT'D)

1.6 Board Committees (Cont'd)

Each Board Committee operates in accordance with its respective Terms of Reference as approved by the Board. These Board Committees are authorised by the Board to deal with and to deliberate on matters delegated to them within their respective Terms of Reference. The Chairman of the respective Board Committees will report to the Board on their proceedings, deliberations together with their recommendations to the Board for further deliberation and ultimate decision making.

The Terms of Reference of the three (3) Board Committees are accessible from the Company's website at <https://exp.com.my/corporate-governance>.

The members of the three (3) Board Committees during the FYE 2025 up to the date of this CG Statement are as follows:

Name of Director	<----- Name of Board Committee ----->		
	ARMC	NC	RC
Ir. Abdul Rahman Bin Adam <i>(Independent Non-Executive Director)</i>	Member	Chairperson	Member
Aun Siew Kuan <i>(Independent Non-Executive Director)</i>	Chairperson	Member	Member
Farah Shireen Binti Mohamed Said <i>(Independent Non-Executive Director)</i>	Member	Member	Chairperson

The three (3) Board Committees are in compliance with the relevant practices of the MCCG as set out in the table below:

MCCG Practice	Company's ARMC
Practice 9.1	The Chairperson of the ARMC, Aun Siew Kuan is not the Chairman of the Board.
Practice 9.2	None of the ARMC members is a former partner of the Company's external audit firm, Crowe Malaysia PLT.
Practice 9.3	The Terms of Reference requires the ARMC to assess the suitability, objectivity and independence of the external auditors.
Practice 9.4	All the ARMC members are Independent Non-Executive Directors.
Practice 9.5	The Chairperson, Aun Siew Kuan is a member of the Malaysian Institute of Certified Public Accountants and chartered accountant of the Malaysian Institute of Accountants. The other two (2) members are financial literate and are able to understand matters relating to financial reporting in addition to their respective core competencies as a lawyer and mechanical engineer.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

PART I – BOARD RESPONSIBILITIES (CONT'D)

1.6 Board Committees (Cont'd)

MCCG Practice	Company's NC
Practice 5.1	The Terms of Reference requires the NC to review the tenure of each Director. On annual re-election of a retiring Director, the NC evaluates the Director's performance and contribution to the Board.
Practice 5.5	The NC's Terms of Reference stipulates that when considering the appointment of Directors and senior management, the NC should consider factors based on objective criteria, merit and with due regard for diversity in skills, experience, age, cultural background, integrity, governance and gender as well as independence for Independent Directors. For appointment of Independent Directors, the NC also considers their time commitment to serve the Board effectively.

MCCG Practice	Company's RC
Practice 7.2	The Terms of Reference stipulates that the RC is responsible to advise and guide the Board to implement the Company's Remuneration Policy relating to the remuneration of Directors and senior management. The Remuneration Policy is accessible on the Company's website at https://exp.com.my/corporate-governance .

In compliance with Practice 1.4 of the MCCG, the Chairman, Dato' Mohd Redza Shah Bin Abdul Wahid is not a member of any Board Committee to mitigate the risk of self-review which may impair the objectivity of the Chairman and the Board when deliberating on the observations and recommendations put forth by the Board Committees and the Management.

1.7 Qualified and Competent Company Secretary

In line with Practice 1.5 of the MCCG, the Board is supported by a qualified and competent Company Secretary, Wong Youn Kim, who is qualified to act as company secretary under Section 235(2) of the Companies Act 2016 and she is also a registered holder of the Practising Certificate issued by the Companies Commission of Malaysia.

The Company Secretary is responsible for providing sound governance advice, monitor corporate governance development and assist the Board in applying governance best practices to meet the Board's needs and stakeholders' expectations.

The Company Secretary also advised and regularly update the Board on new corporate disclosure and compliance requirements with, among others, the MCCG, Companies Act 2016 and the Listing Requirements.

The Board and each Director have direct access to the professional advice and services of the Company Secretary to assist them in performing their duties and discharging their responsibilities effectively.

Further details of the duties and responsibilities of the Company Secretary are set out in the Board Charter which is accessible in the Company's website at <https://exp.com.my/corporate-governance>.

1.8 Meeting of Board and Board Committees

The Board takes cognisance of Practice 1.6 of the MCCG wherein it was recommended that directors receive meeting materials, which are complete and accurate within a reasonable period prior to the meeting. Upon conclusion of the meeting, the minutes are circulated in a timely manner.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

PART I – BOARD RESPONSIBILITIES (CONT'D)

1.8 Meeting of Board and Board Committees (Cont'd)

To facilitate time management by the Directors, an annual meeting calendar is prepared in advance of each new financial year by the Company Secretary. The calendar provides the Directors with scheduled dates for meetings of the Board and Board Committees. The closed periods for dealings in the Company's securities by Directors and principal officers based on the scheduled dates of meetings for making announcements of the Group's quarterly results were also furnished by the Company Secretary for their guidance.

Notices of Board and Board Committees meetings, together with the meeting papers are generally furnished to the members, at least five (5) working days prior to the dates of meetings. This is to accord sufficient time for the Directors to peruse and review the Board papers and to seek any clarification or further details that they may need from the Management to facilitate and enable them to make an informed decision during the meetings.

All Directors have the same right of access to all information within the Group and may seek clarification from the Management on matters under discussion or request for further information on the matters tabled for their consideration. The Board, to objectively and effectively discharge their duties and responsibilities, has unrestricted and timely access to the advice and services of the Company Secretary and, if deemed necessary, other independent professionals at the expense of the Company in the discharge of their duties and responsibilities.

The deliberations and conclusions of matters discussed in the Board and Board Committees meetings are duly recorded in the minutes of meetings by the Company Secretary. The draft minutes are circulated to the Board and Board Committees members for review within a reasonable timeframe after the meetings and the minutes will be confirmed at the next Board and Board Committees meeting.

For urgent matters which require the Board's decision outside the scheduled Board's meetings, approvals are obtained from the Board by way of circular resolutions along with all the relevant documents and information to enable the Directors to make informed decisions. All circular resolutions approved by the Board will be tabled for notation at the next Board meeting.

All the records of proceedings and resolutions passed are maintained at the Registered Office of the Company.

1.9 Reinforcing Good Business Conduct and Ethical Practices

Conducting the Group's business with the highest standards of good business conduct and ethics is essential to the Group's reputation in the market place. The Board acknowledges its role in setting the "tone at the top" to embed these values as part of corporate culture for the Group.

In line with Practice 3.1 of the MCCG, to support this commitment and mitigate potential risks, the Board had approved and put in place the following policies:

(a) Code of Conduct and Ethics

The Code of Conduct and Ethics set out the general principles and guidance regarding ethical behavior and professional conduct for the Directors, Management and employees of the Group to observe. These principles address the duties and obligations during their appointments, inter-alia, including the expectation of conducting themselves with professionalism and trustworthiness from the Directors, Management and employees of the Group.

The Code of Conduct and Ethics is available on the Company's website at <https://exp.com.my/corporate-governance>.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

PART I – BOARD RESPONSIBILITIES (CONT'D)

1.9 Reinforcing Good Business Conduct and Ethical Practices (Cont'd)

(b) Anti-Bribery and Corruption Policy

The Company has zero tolerance for all forms of bribery and corruption and has established the Anti-Bribery and Corruption Policy to mitigate the regulatory risks for non-compliance with Section 17A of the Malaysian Anti-Corruption Commission Act 2009. This policy adheres to the Listing Requirements and the Guidelines on Adequate Procedures issued pursuant to Section 17A (5) of the Malaysian Anti-Corruption Commission Act 2009.

This policy is to ensure that all Directors, Management and employees are aware of their obligation to disclose and not to be involved in any corruption, bribes, conflict of interest or similar unethical acts that they may have in order to prevent the occurrence of bribery and corrupt practices in relation to the Group's business.

The Anti-Bribery and Corruption Policy can be accessed through the Company's website at <https://exp.com.my/corporate-governance>.

(c) Whistleblowing Policy

As recommended in Practice 3.2 of the MCCG, the Board has formalised the Whistleblowing Policy, with the aim to provide an avenue for raising concerns related to possible breach of business conduct, non-compliance of laws and regulatory requirements as well as other malpractices.

Details of the Whistleblowing Policy are available for reference at the Company's website at <https://exp.com.my/corporate-governance>.

(d) Fit and Proper Policy

In compliance with Rule 15.01A of the Listing Requirements, the Board has established and adopted the Fit and Proper Policy, with the aim to guide the NC and the Board in their review and assessment of potential candidate for appointment as a new Director as well as retiring Directors who are seeking for re-election at the Company's annual general meeting. The key parameters for assessment fit and proper include, amongst others, character and integrity, experience and competence as well as time and commitment.

The Fit and Proper Policy is available on the Company's website at <https://exp.com.my/corporate-governance>.

(e) Conflict of Interest Policy

In general, a conflict of interest would arise when a person's ability to perform his/her duties effectively and impartially is potentially impaired by personal interests, considerations or relationships.

This policy applies to the Directors, Management and employees of the Group and its main purpose is to ensure that actual, potential and perceived conflicts of interest are identified and managed effectively.

This policy is intended to provide guidance on how to deal with conflict of interest situations as they arise. Timely and proper identification and management of potential or actual conflict of interest ensures that business decisions are made in the best interests of the Group to mitigate any consequent damage to the Group's activities and reputation.

The Conflict of Interest Policy is available on the Company's website at <https://exp.com.my/corporate-governance>.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

PART I – BOARD RESPONSIBILITIES (CONT'D)

1.9 Reinforcing Good Business Conduct and Ethical Practices (Cont'd)

(f) Related Party Transaction Policy and Procedures

This policy aims to provide a clear understanding of the policies and procedures that the Directors, Management and employees shall adhere to in identifying and treating related party transactions to ensure compliance with the Listing Requirements and other applicable laws.

This policy serves to ensure that related party transactions are carried at arm's length and on normal commercial terms which are not more favourable to the related party(ies) than those generally available to the public and are not on terms that are detrimental to the minority shareholders of the Company.

As part of the oversight process, the ARMC will review the related party transactions and recommend to the Board for its final decision. All interested Directors are required to abstain from deliberating and voting at the relevant meeting and to ensure that the persons connected with them also abstain from deliberating and voting at general meeting, if applicable.

The Related Party Transaction Policy and Procedures is available on the Company's website at <https://exp.com.my/corporate-governance>.

1.10 Sustainability Governance

The Board recognises the importance of sustainable business practices in creating long-term value for all stakeholders and believes that conducting the Group's activities in a responsible manner is closely linked to achieving operational excellence and fostering value creation.

The Board oversees the Company's overall approach to sustainability, ensuring strategic initiatives and measures effectively address material economic, environmental, social and governance related risks and opportunities that are important to the Group as well as stakeholders. The Board has delegated to the ARMC, certain responsibilities to drive the Group's sustainability initiatives whilst operational execution of the sustainability related risks and opportunities, falls within the purview of the Sustainability Committees led by the Managing Director as well as the other members of the management team.

The ARMC receives periodic updates on sustainability matters, including key EESG risks, performance indicators and regulatory developments, and reports to Board for strategic considerations.

A comprehensive account of the Group's sustainability efforts can be found in the Sustainability Statement included in pages 26 to 53 of this Annual Report.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

PART I – BOARD RESPONSIBILITIES (CONT'D)

1.11 Attendance of Board and Board Committees' Meetings

Board meetings are scheduled for every quarter with additional meetings to be convened as and when required. The attendance of the Directors who held office during the FYE 2025 and up to the date of this CG Statement, at Board's and Board Committees' meetings is set out below:

Name of Director	Board	ARMC	NC	RC
	Attendance at meeting			
Independent Non-Executive Chairman				
Dato' Mohd Redza Shah Bin Abdul Wahid	6/6	N/A	N/A	N/A
Managing Director				
Lim Cheng Ten	6/6	N/A	N/A	N/A
Non-Independent Executive Director				
Rosli Bin Jonid	6/6	N/A	N/A	N/A
Independent Non-Executive Director				
Ir. Abdul Rahman Bin Adam	6/6	4/4	*1/1	*1/1
Aun Siew Kuan	6/6	4/4	*1/1	*1/1
Farah Shireen Binti Mohamed Said	6/6	4/4	*1/1	*1/1

The Board is satisfied with the level of time commitment of the Directors towards fulfilling their duties and responsibilities as evidenced by their respective attendance record as set out in the above table.

Note:

- * The Company was only listed on the ACE Market of Bursa Securities on 24 September 2025, hence, the NC and RC have not conducted any meeting during FYE 2025. Subsequent to FYE 2025, the NC and RC have held a meeting respectively.

1.12 Directors' Training

The Board acknowledges the importance of continuous training and education for the Directors to ensure they possess the necessary skills and knowledge to discharge their duties and responsibilities with the utmost effectiveness.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

PART I – BOARD RESPONSIBILITIES (CONT'D)

1.12 Directors' Training (Cont'd)

During the FYE 2025, the Directors attended the following seminar, conference and workshop to enhance their skills and knowledge as set out in the table below:

Name of Director	Seminar / Conference / Workshop Attended
Dato' Mohd Redza Shah Bin Abdul Wahid	<ol style="list-style-type: none"> 1. Fireside Chat Session With MATRADE (Sustainable Business Innovation: Positioning Smes For Global Market Leadership) 2. Dialogue Session : Reshaping The Future: Islamic Economics For A Humane And Sustainable World 3. Jcorp Future Forward Leadership 4. Developing A Guidance Framework For Impact Monitoring And Reporting In Islamic Sosial Finance 5. Islamic Finance Kliff 6. Malaysian International Healthcare (MIH) Megatrends 7. Advocacy Session on Corporate Disclosure briefing by Company Secretary on update on listing requirement/ MCCG
Lim Cheng Ten	<ol style="list-style-type: none"> 1. Designing & Commissioning of Battery Energy Storage with Grid-Connected Photovoltaic Systems (BESS) 2. Advocacy Session on Corporate Disclosure briefing by Company Secretary on update on listing requirement/ MCCG
Rosli Bin Jonid	<ol style="list-style-type: none"> 1. Advocacy Session on Corporate Disclosure briefing by Company Secretary on update on listing requirement/ MCCG
Ir. Abdul Rahman Bin Adam	<ol style="list-style-type: none"> 1. Advocacy Session on Corporate Disclosure briefing by Company Secretary on update on listing requirement/ MCCG
Aun Siew Kuan	<ol style="list-style-type: none"> 1. Knowledge Sharing Session (1) Practical Insights to Scope 1 & 2 Emissions 2. Mandatory Accreditation Programme Part II: Leading for Impact (LIP) 3. RAM Credit Seminar 4. SIDC-CASI Sri Conference 2025: Shaping the future of ASEAN business in sustainability (without Immersive Learning Journey) 5. Advocacy Session on Corporate Disclosure briefing by Company Secretary on update on listing requirement/ MCCG
Farah Shireen Binti Mohamed Said	<ol style="list-style-type: none"> 1. Recent Amendments to the Personal Data Protection Act 2010 & Its Impact Personal Data Management, Security and Transfers 2. Advocacy Session on Corporate Disclosure briefing by Company Secretary on update on listing requirement/ MCCG

In addition to the above training programmes, the Directors have continuously kept themselves abreast of the relevant changes and developments in the Listing Requirements, Companies Act 2016, other regulatory requirements, and accounting standards through the periodic updates from the Company Secretary, as well as briefings by the External Auditors and Management respectively.

In compliance with Guidance Note 10 of the Listing Requirements, for Directors who have not completed Mandatory Accreditation Programme Part II: Leading for Impact (LIP), they undertake to complete it within 18 months from the listing date of the Company.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

PART II – BOARD COMPOSITION

2.1 Board Members

The Directors in office throughout the FYE 2025 and up to the date of this CG Statement are as follows:

No.	Name of Director	Designation
1.	Dato' Mohd Redza Shah Bin Abdul Wahid	Independent Non-Executive Chairman
2.	Lim Cheng Ten	Managing Director
3.	Rosli Bin Jonid	Non-Independent Executive Director
4.	Ir. Abdul Rahman Bin Adam	Independent Non-Executive Director
5.	Aun Siew Kuan	Independent Non-Executive Director
6.	Farah Shireen Binti Mohamed Said	Independent Non-Executive Director

Throughout the FYE 2025, the Board composition is in compliance with:

- Practice 5.2 of the MCGG, which requires that at least half of the Board members comprising Independent Non-Executive Director. In fact, the majority of the Board members are Independent Non-Executive Directors;
- Practice 5.9 of the MCGG, which requires that at least 30% women Directors in the Board;

Collectively, the Directors have diverse backgrounds and experiences in various fields. They bring with them a wide range of knowledge, capabilities, competencies, managerial and business skills to direct and drive the Group's business activities effectively. The Board's composition with a majority of Independent Non-Executive Directors also enables independent and objective judgement as well as provide an effective oversight, check and balance to safeguard the interests of the minority shareholders. The profiles of the Directors are detailed in pages 5 to 8 of this Annual Report.

2.2 New Candidate for Board Appointment

Appointment of new Board member will be conducted through a formal and transparent selection process. New candidate will be considered and evaluated by the NC. After evaluation, the NC will recommend the suitable candidate for final consideration and approval by the Board.

In making the recommendation to the Board for final decision, the NC will consider and nominate a suitable candidate based on the objective criteria, which include amongst others:

- skills, knowledge, expertise, and experience;
- professionalism and integrity;
- fit and proper assessment (guided by the Fit and Proper Policy);
- time commitment to the Company based on the number of directorships held; and
- fulfil "independent" criteria stipulated in the Listing Requirements for the position of Independent Director.

In identifying for and shortlisting of suitable candidate, the NC does not rely solely on recommendations from existing Board members, Management and major shareholders. If necessary, the NC will also identify potential candidate from independent sources such as the Institute of Corporate Directors Malaysia.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

PART II – BOARD COMPOSITION (CONT'D)

2.2 New Candidate for Board Appointment (Cont'd)

During the FYE 2025, there was no new appointment of Board member.

The roles and responsibilities of the NC are detailed in its Terms of Reference and the Company's Fit and Proper Policy are accessible on the Company's website at <https://exp.com.my/corporate-governance>.

2.3 Tenure of Independent Non-Executive Directors

The Board Charter stipulates that the tenure of an Independent Non-Executive Director shall not exceed a cumulative term of nine (9) years as recommended under Practice 5.3 of the MCCG.

However, upon completion of the nine (9) years, the Independent Non-Executive Director may continue to serve on the Board as a Non-Independent Director subject to annual shareholders' approval through a two-tier voting process in accordance with the Practice 5.3 of the MCCG.

As at the date of this CS Statement, none of the Company's four (4) existing Independent Non-Executive Directors has exceeded the tenure of a cumulative term of nine (9) years.

2.4 Gender Diversity of Board and Senior Management

As encapsulated in the Board Charter, the Company has a gender diversity policy at the Board level in compliance with Practice 5.9 of the MCCG whereby the Board members shall comprise of at least 30% women Directors. Throughout the FYE 2025 and up to the date of this CG Statement, the Board comprises one third (1/3) composition of women Directors namely, Aun Siew Kuan and Farah Shireen Binti Mohamed Said out of six (6) Directors on the Board.

Whilst acknowledging the recommendation of the MCCG on gender diversity at the Senior Management level, the Board collectively believes that setting a formal target for gender composition for Senior Management is not necessary at this time, as the Group is committed to provide fair and equal opportunities, fostering diversity and nurturing a diverse talent pool within the Group.

The Company adheres to a non-discriminatory approach with regards to gender in selection of candidate for employment. The evaluation of the suitability of candidates is always based on the candidates' competencies, skills, character, integrity, performance, knowledge, and experience, all aimed at adding value and expertise to the Senior Management team.

Notwithstanding that the Company does not set any specific target for gender diversity at the Senior Management level, the Group has 100% female representation at the Senior Management level as at the date of this CG Statement.

The Company will continuously strive to have a gender-balance team as encapsulated in the Company's Diversity Policy which is published in the Company's website at <https://exp.com.my/corporate-governance>.

2.5 Board Process for Re-appointment of Retiring Directors

In accordance with the Company's Constitution, one third (1/3) of the Directors for the time being shall retire at the forthcoming annual general meeting ("AGM") provided always that all Directors, shall retire from office at least once in every three (3) years. Additionally, the Company's Constitution requires that Director(s) appointed to fill a casual vacancy or as an addition to the Board shall hold office only until the conclusion of the next AGM.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

PART II – BOARD COMPOSITION (CONT'D)

2.5 Board Process for Re-appointment of Retiring Directors (Cont'd)

In assessing the eligibility of retiring Directors for re-election, the NC is guided by the Company's Fit and Proper Policy, will considers various factors including their competencies, commitment, contribution, performance and their ability to act in the best interests of the Company. Based on the NC's recommendations, the Board will deliberate and make recommendations concerning the re-election, and continuation in office of the retiring Director(s) for shareholders' approval at the forthcoming AGM.

In addition to the annual evaluation conducted on each individual Director, the NC and the Board (save for the retiring Directors) have also reviewed the suitability as well as fit and proper criteria (in accordance with Fit and Proper Policy) of the Directors retiring pursuant to Clause 95(a) of the Company's Constitution and being eligible, the following Directors are seeking re-election and the Board recommends that shareholders approve their re-election at the forthcoming AGM:

No.	Name of Director	Designation
1.	Dato' Mohd Redza Shah Bin Abdul Wahid	Independent Non-Executive Chairman
2	Ir. Abdul Rahman Bin Adam	Independent Non-Executive Director

2.6 Annual Evaluation of the Directors, Board and Board Committees as a whole

The Board has, through the NC, has undertaken a formal and objective annual evaluation to assess the effectiveness of the Board and Board Committees as a whole and the contribution of each Director, including fulfillment of the "independence" criteria for Independent Non-Executive Directors as stipulated in the Listing Requirements.

The assessment of the Board and Board Committees is performed through a Board review whilst the assessment of the individual Directors is performed on a peer-review basis. Each Director is provided with the assessment forms for their completion prior to the meeting. The results of all assessments and comments by the Directors are deliberated at the NC meeting and thereafter the NC's Chairman will report the results and deliberation to the Board for consideration and further action if required.

In evaluating the performance of Non-Executive Directors, the assessment also comprises amongst others, their attendance at meetings, adequate preparation for discussions, regular contributions, personal input and other advice or comments on issues deliberated at Board or Board Committee meetings.

In evaluating the performance of the Managing Director and Non-Independent Executive Director, the assessment was carried out against diverse key performance indicators including amongst others, financial, strategic and sustainability, compliance, business acumen or increase shareholders' value, succession planning and personal input to the role.

Subsequent to the FYE 2025, the NC and Board carried out the annual assessment of the Board and Board Committees as a whole as well as the individual Director's performance, with the outcome deemed satisfactory by the Board.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

PART III - REMUNERATION

3.1 Remuneration Policy

The Board had established the Remuneration Policy for Directors and Senior Management which serves as a guidance to:

- determine the level of remuneration of Directors and Senior Management;
- attract, retain, and reward high performing, experienced and qualified Directors and Senior Management by providing remuneration packages commensurate with their responsibilities and contributions, and being competitive within the industry; and
- encourage value creation for the Group by aligning the interests of Directors and Senior Management with the long-term interests of shareholders.

The RC assists the Board in implementing the Remuneration Policy, which includes reviewing and recommending the proposed remuneration packages of Directors of the Company and Group.

The Board will determine the remuneration package of the Managing Director and Non-Independent Executive Director, taking into consideration the recommendation of the RC. The remuneration package for the Managing Director and Non-Independent Executive Director is structured in such a way that it links rewards to both corporate and individual performance.

Independent Non-Executive Directors of the Company will be paid a basic fee as ordinary remuneration based on their responsibilities in the Board and Board Committees, their attendance and/or special skills and expertise they bring to the Board and Board Committees. The fee shall be fixed in sum and not based on a commission on or percentage of profits or turnover. Apart from Directors' fees, all Non-Executive Directors are entitled to meeting allowances for attending Board and Board Committee meetings.

Each Director shall abstain from the deliberation and voting on matters pertaining to their own remuneration.

The Remuneration Policy for Directors and Senior Management is available on the Company's website at <https://exp.com.my/corporate-governance>.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

PART III - REMUNERATION (CONT'D)

3.2 Remuneration of Directors

The remuneration package received by the Directors during the FYE 2025 is as follows:

	Company		Group			
	Fees (RM'000)	Allowance (RM'000)	Salaries and other emoluments (RM'000)	Bonuses (RM'000)	EPF, SOCSO & EIS (RM'000)	Total (RM'000)
Non-Executive Directors						
Dato' Mohd Redza Shah Bin Abdul Wahid	72	2	-	-	-	74
Ir. Abdul Rahman Bin Adam	60	2	-	-	-	62
Aun Siew Kuan	60	2	-	-	-	62
Farah Shireen Binti Mohamed Said	60	2	-	-	-	62
Executive Directors						
Lim Cheng Ten	-	-	420	-	46	466
Rosli Bin Jonid	-	-	154	18	22	194

3.3 Remuneration of Senior Management

The Board has determined that disclosing the Senior Management's remuneration components including salary, bonus, benefits in-kind and other emoluments on a named basis in bands of RM50,000.00, would not be in the best interest of the Company/Group due to the security, highly confidential and sensitive nature of this information, and concerns over potential key talent poaching given the competitive nature of the industry sector where the Group operates in. Notwithstanding, the aggregated remuneration on an unnamed basis of the Group's key senior management personnel is disclosed in Note 31(b) to the Audited Financial Statements in this Annual Report.

The Board will ensure the remuneration for the Senior Management personnel commensurate with their responsibilities, experience and performance in order to retain and motivate them to continue to contribute positively to the Group's performance.

3.4 Activities undertaken by the Remuneration Committee up to the date of this CG Statement

The RC had carried out the following activities:

- (a) reviewed and assessed the performance and the remuneration package of the Executive Directors and recommend to the Board for its approval; and
- (b) reviewed and assessed the Directors' fees and allowance to be paid to the Non-Executive Directors for the period from 3rd AGM until the next AGM in 2027 for approval by the Board to table the resolutions for payment of Directors' fees amounting to RM280,000.00 and Directors' allowance of RM20,000.00 for approval by the shareholders at the forthcoming AGM.

For information, pursuant to Section 230 of the Companies Act 2016, the fees and any benefits payable to the directors of a listed company and its subsidiaries shall be approved at a general meeting. The relevant resolutions in relation to the Directors' fees and allowance payable to the Non-Executive Directors will be tabled to the shareholders for approval at the forthcoming AGM.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE B – EFFECTIVE AUDIT AND RISK MANAGEMENT

PART I – AUDIT AND RISK MANAGEMENT COMMITTEE

4.1 Effective and Independent Audit and Risk Management Committee

The ARMC comprises the following members:

Name of Director	Designation
Aun Siew Kuan <i>(Independent Non-Executive Director)</i>	Chairperson
Ir. Abdul Rahman Bin Adam <i>(Independent Non-Executive Director)</i>	Member
Farah Shireen Binti Mohamed Said <i>(Independent Non-Executive Director)</i>	Member

The ARMC is relied upon by the Board to, amongst others, provide advice and oversee in the areas of financial reporting, external audit, risk management and internal control, sustainability governance, internal audit functions, review of related party transaction and/or recurrent related party transaction of a revenue or trading nature as well as review of conflict of interest situations of the Directors and Senior Management.

The ARMC is chaired by Aun Siew Kuan, whereas the Board is chaired by Dato' Mohd Redza Shah Bin Abdul Wahid, both are Independent Non-Executive Directors in compliance with Practice 9.1 of the MCCG. The positions of Board Chairman and ARMC Chairperson are assumed by different individuals to ensure that the Board's review of the ARMC's findings and recommendations are not impaired but objectively deliberated.

The members and Chairperson of the ARMC complies with Rules 15.09 and 15.10 of the Listing Requirements and the recommended practices of the MCCG whereby all the three (3) ARMC members are Independent Non-Executive Directors with one (1) member, Aun Siew Kuan, being a member of the Malaysian Institute of Accountants (MIA).

The term of office and performance of the ARMC and its members will be reviewed by the NC annually to determine whether the ARMC and its members have carried out their duties in accordance with its Terms of Reference which is available on the Company's website at <https://exp.com.my/corporate-governance>.

The details of the activities undertaken by the ARMC are set out in the Audit and Risk Management Committee Report, included in the pages 78 to 81 of this Annual Report.

4.1 Suitability, Objectivity and Independence of External Auditors

The Company has established a transparent and appropriate relationship with the Company's External Auditors, Crowe Malaysia PLT, which has been accorded the authority to communicate directly with the Board. The External Auditors in turn are able to highlight matters which require the attention of the Board to the ARMC, particularly on compliance with the Malaysian Financial Reporting Standards, IFRS Accounting Standards, Companies Act 2016, financial reporting requirements, system of risk management and internal control and other related regulatory requirements.

The ARMC has been delegated by the Board to assess the suitability, objectivity, and independence of Crowe Malaysia PLT, in accordance with its Terms of Reference. The assessment of the External Auditors encompasses the following key areas:

- competence, audit quality and resource capacity in relation to the audit;
- independence, objectivity and professional scepticism; and
- nature and extent of the non-audit services rendered and the appropriateness of the level of fees where applicable.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

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

4.1 Suitability, Objectivity and Independence of External Auditors (Cont'd)

The ARMC's review of the nature and extent of non-audit services rendered by the External Auditors is to ensure that the provision of these services does not compromise their independence and objectivity.

The ARMC had received assurance from the External Auditors confirming that they are and have been independent throughout the conduct of the audit engagement in accordance with the By-Laws of the Malaysian Institute of Accountants and the firm's independence and ethical policy as set out in their Transparency Report 31 December 2024 as well as all other relevant professional and regulatory requirements.

During the course of their audit, the External Auditors highlighted certain matters to the ARMC, amongst others, pertaining to the financial statements and internal control and risk management system. Private meetings between them will be held at least twice during each financial year without the presence of the Management and Executive Directors, to discuss any issues that may require the attention of the ARMC.

Based on the annual assessment, the ARMC is satisfied with the suitability, objectivity and independence of the External Auditors, Crowe Malaysia PLT. Accordingly, based on the recommendation of the ARMC, the Board had recommended for their re-appointment as the Company's External Auditors for the financial year ending 31 December 2026 to the shareholders for approval at the forthcoming AGM.

Further details of the activities undertaken by the ARMC including engagement with the External Auditors are set out in the Audit and Risk Management Committee Report on page 78 and 81 of this Annual Report.

PART II - RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

5.1 Risk Management and Internal Control Framework

The Board acknowledges its overall responsibilities and has put in place a structured risk management and internal control framework within the Group as an ongoing process for identifying, assessing, monitoring, and managing significant risks affecting the achievement of the Group's business objectives as well as compliance with applicable rules, directives, laws, and regulations of the relevant authorities such as Listing Requirements and Companies Act 2016.

The risk management and internal control framework are designed to manage the Group's risks within an acceptable risk appetite, rather than eliminate the risk of failure to achieve the policies, goals, and objectives of the Group and provides reasonable assurance against material misstatement of financial information and records or against financial losses or fraud.

Further details of the Group's risk management and internal control framework are disclosed in the Statement on Risk Management and Internal Control on pages 73 to 77 of this Annual Report.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

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

5.2 Internal Audit Function

The Group outsources the internal audit functions to Eco Asia Governance Advisory Sdn Bhd ("Internal Auditors") that is independent of the activities and operations it audits to ensure its objectivity. The Internal Auditors reports directly to the ARMC and have unfettered access to the ARMC and the Board.

The principal role of the internal audit function is to undertake independent, regular, and systematic reviews to provide reasonable assurance on the adequacy, effectiveness and integrity of the risk management and internal control system, and governance of the Group to safeguard, amongst others, the Group's assets and resources and ensuring compliance with applicable regulatory requirements. The Internal Auditors makes recommendations in its reports to the ARMC and the Board on the effectiveness and adequacy of, amongst others, the Group's risk management and internal control system.

The ARMC reviews and approves the annual Internal Audit Plan to ensure there is risk alignment as well as adequate scope and coverage of the business activities being audited. Additionally, the ARMC ensures that the Internal Auditors have adequate resources are in place to facilitate the discharge of their scope of work as agreed by the ARMC in accordance with the generally acceptable internal audit standard, and they are objective and independent.

Details of the areas audited and activities undertaken by the Internal Auditors are set out in the Audit and Risk Management Committee Report on pages 78 to 81 of this Annual Report.

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

PART I – ENGAGEMENT WITH STAKEHOLDERS

6.1 Ongoing Engagement and Communication with Stakeholders

The Board recognises the importance of providing effective communication platforms to provide accurate, timely, transparent, and valuable insights on the Group's performance and financial position to shareholders and other stakeholders. As such, the Board shall consistently ensure prompt and timely dissemination of information to shareholders and other stakeholders, for them to make informed investment decisions, while being mindful of the legal and regulatory framework governing the release of material and price-sensitive information.

Quarterly results, Annual Report, Corporate Governance Report and other announcements serve as primary means of dissemination of information for keeping shareholders abreast of the Group's business performance, progress and developments.

The Company's corporate website at <https://exp.com.my/corporate-governance> serves as one of the most convenient ways for shareholders and members of the public to gain access to corporate information such as, Annual Report, Corporate Governance Report, quarterly results, Board's policies, announcements and news relating to the Group.

6.2 General Meetings

The Company's general meetings remain an important informative platform for the shareholders to engage directly with the Directors. Shareholders are encouraged to attend the general meetings, where they will be given sufficient time and opportunity to participate in the proceedings, raise concerns on the resolutions being tabled, the financial performance and operations of the Group and to communicate their views and expectations relating to the Group as well as the resolutions tabled for their approval at general meetings. All Directors will attend and actively participate at the Company's general meetings and are available to provide meaningful responses to any questions or concerns addressed to them.

The minutes of the general meeting will be posted on the Company's website no later than 30 business days after the general meeting in accordance with the Practice 13.6 of the MCGG.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

PART I – ENGAGEMENT WITH STAKEHOLDERS (CONT'D)

6.3 Corporate Disclosure Policy

The Board believes that a robust and interactive stakeholder engagement and management are important components of sound corporate governance and promotes a better appreciation of the Group's long-term strategies and vision.

The Board is committed to provide effective communication to shareholders and investing public regarding the business, operations, and financial performance of the Group and where necessary, that information filed with regulators is in accordance with the Listing Requirements and all other applicable legal and regulatory requirements.

The Board also observes the Corporate Disclosure Guide issued by Bursa Securities which is calibrated in line with the disclosure requirements as stipulated in the Listing Requirements, and setting out the protocols for disclosing material information to shareholders and investing public.

The Stakeholder Communication Policy and the Corporate Disclosure Policy are available on the Company's website at <https://exp.com.my/corporate-governance>.

PART II - CONDUCT OF GENERAL MEETINGS

7.1 Conduct of General Meetings

The AGM remains as the principal forum for engaging with the shareholders, providing them the opportunity to seek clarification on the Group's financial performance, businesses and other information contained in this Annual Report.

The Company complied with Practice 13.1 of the MCGG, as the notice convening the Third AGM ("3rd AGM") of the Company was issued to the shareholders on 29 April 2026, which is at least 28 days prior to the meeting date on 3 June 2026. This ensures shareholders have sufficient time to prepare themselves to attend the 3rd AGM or to appoint a proxy or proxies to attend, speak and vote on their behalf.

In addition, the Company included explanatory notes to the ordinary and special business of the 3rd AGM, to facilitate shareholders' full understanding and evaluation of issues involved in the proposed resolutions.

The Board believes that the participation of shareholders in the Company's general meeting is the more appropriate platform where shareholders' views, queries and concerns may be conveyed to the Board for clarification. At the AGM and any other general meetings, shareholders are encouraged to participate in discussions on the proposed resolutions or future developments related to the Group's business and operations in general. The Board will ensure that all Board members, External Auditors and Company Secretary will be present to respond to shareholders' views and queries and provide necessary clarification during the forthcoming 3rd AGM or any other general meetings.

All resolutions set out in the Notice of the 3rd AGM will be put to vote by poll and the votes cast will be validated by an independent scrutineer appointed by the Company. The outcome of all resolutions tabled at the 3rd AGM and any other general meetings will be announced to Bursa Securities at the end of the meeting day.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

PART II - CONDUCT OF GENERAL MEETINGS (CONT'D)

7.2 Effective Communication and Proactive Engagement

From the Company's perspective, the AGM and extraordinary general meeting serve as a forum for the Directors to engage with the shareholders personally to understand their needs and seek their feedback. The Board encourages shareholders to raise their questions and provide feedback of the resolutions tabled during the meeting and ensures shareholders' queries are responded to properly and systematically.

The Board shall ensure that a reasonable time is provided to shareholders for discussion at the AGM or extraordinary general meeting before each resolution is proposed. In line with Practice 13.6 of the MCGG, a summary of the key matters discussed at the AGM or extraordinary general meeting will be published no later than thirty (30) business days after the meeting on the Company's website at <https://exp.com.my/corporate-governance> for shareholders' information.

STATEMENT ON COMPLIANCE

The Group has in all material aspects, satisfactorily fulfilled the corporate governance principles and practices set out in the MCGG and the relevant chapters of the Listing Requirements on corporate governance, except for the certain departures addressed in the Corporate Governance Report 2025. Any recommended practices in the MCGG which are not implemented during the financial year will be reviewed by the Board and implemented where possible and relevant to the Group's business.

This CG Statement is issued in accordance with a resolution of the Board of Directors dated 20 April 2026.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

The Board of Directors ("the Board") of Express Powerr Solutions (M) Berhad ("the Company") and together with its subsidiaries, ("the Group") is pleased to present this Statement on Risk Management and Internal Control ("Statement"), pursuant to Paragraph 15.26(b) of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad ("Listing Requirements"). In preparing this Statement, the Board has applied the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Companies ("SORMIC Guide 2025"), taking into consideration the Guidance Note 11 ("GN 11") of the Listing Requirements as well as the principles and practices set out in the Malaysian Code on Corporate Governance ("MCCG").

This Statement outlines the nature and scope of the Group's risk management and internal control systems during the financial year ended 31 December 2025 ("FYE 2025") under review and up to the date of approval of this Statement.

BOARD'S RESPONSIBILITY

The Board acknowledges its overall responsibility for maintaining a sound system of risk management and internal control and for reviewing its adequacy and effectiveness. While the Board retains overall accountability for the Group's system of risk management and internal control, it has delegated certain oversight responsibilities to the Audit and Risk Management Committee ("ARMC") to assist in the discharge of its duties.

The system of risk management and internal control is designed to manage, rather than eliminate, the risk of failure to achieve the Group's business objectives. Accordingly, it provides reasonable, but not absolute, assurance against material misstatement, fraud, or loss.

Management is responsible for the implementation and day-to-day operation of the Group's risk management and internal control system, including the identification, evaluation, monitoring, and reporting of risks and controls.

The Board confirms that there is an ongoing process for identifying, evaluating, and managing significant risks faced by the Group throughout the financial year under review and up to the date of approval of this Statement.

RISK MANAGEMENT FRAMEWORK

The Group recognizes the importance of effective risk management in achieving its business objectives and maintaining stakeholder confidence. The Group has put in place a structured risk management framework which is integrated into its business processes. The Group's risk management framework is guided by the principles and components of the COSO Enterprise Risk Management ("ERM") Framework (2017), an internationally recognized framework for enterprise risk management, and is adapted to suit the size, nature, and complexity of the Group's operations.

A. Risk Governance Structure

The governance structure for implementing the Group's risk management and internal control systems is summarized as follows:

- Board of Directors – Provides overall risk oversight, approves risk policies, sets the Group's risk appetite, reviews internal controls, and oversees communication of the Group's risk profile to stakeholders.
- ARMC – Oversees the risk management framework, reviews key risk assessments, evaluates strategic risk decisions, and monitors residual risks.
- Risk Management Working Group – Supports enterprise-wide risk management activities, facilitates risk identification and assessment, and coordinates risk monitoring across business units.
- Risk Owners – Accountable for implementing risk policies, managing risks within their respective areas, and reporting significant risks to Management.

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

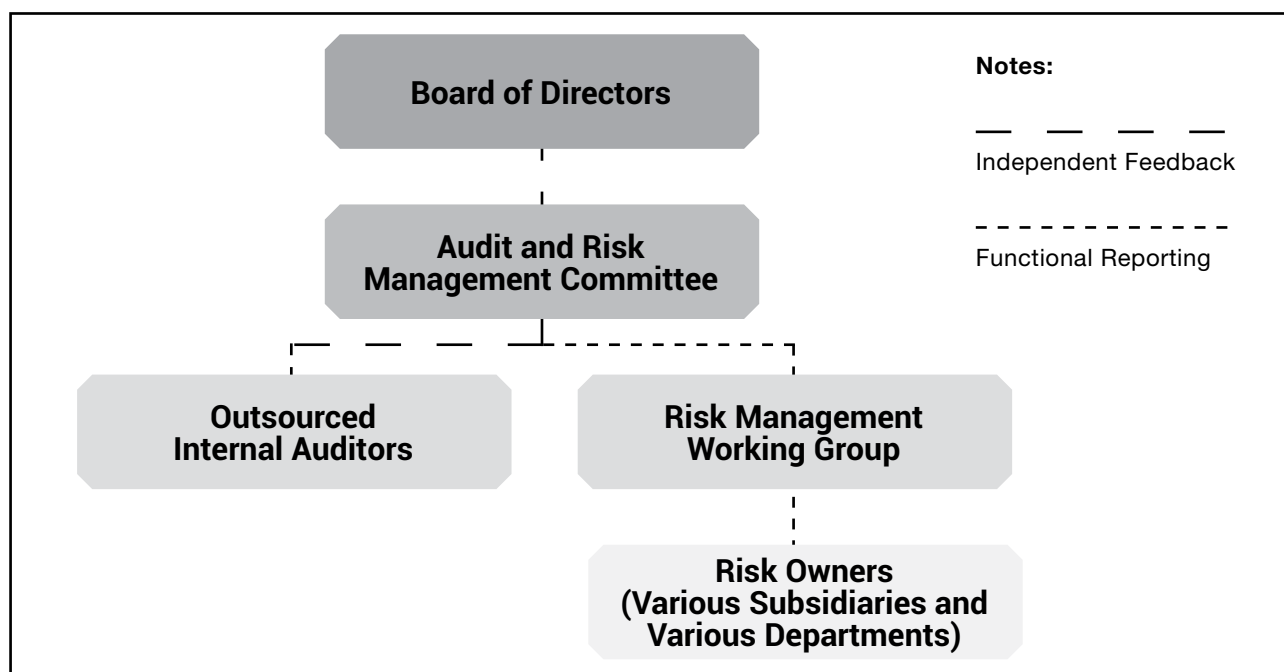
RISK MANAGEMENT FRAMEWORK (CONT'D)

A. Risk Governance Structure (Cont'd)

The governance structure for implementing the Group's risk management and internal control systems is summarized as follows: (Cont'd)

- Outsourced Internal Auditors – Provides independent assurance on the adequacy and effectiveness of the Group's internal controls in accordance with professional audit methodology.

The Board, through the ARMC, reviews risk reports and internal audit findings every six months, specifically assessing the Group's risk ratings, key risk profile and the adequacy of controls in place to mitigate or manage these risks.



B. Risk Categories

The Group's risk management framework focuses on managing business risks, which are categorized as follows:

- **Strategic / Business Risk** – Risks arising from adverse business decisions, ineffective strategy implementation, failure to respond to industry or technological changes, and insufficient business diversification.
- **Financial Risk** – Risks arising from market movements, credit exposures, and liquidity constraints affecting the Group's financial position.
- **Operational Risk** – Risks arising from human error, system failures, inadequate processes, or external events.
- **Regulatory / Compliance Risk** – Risks of regulatory sanctions, financial loss, or reputational damage resulting from non-compliance with applicable laws and regulations.

In addition to the above, the Group also considers other key risk areas such as reputational risk, cyber security risk, and sustainability-related risks as part of its overall risk assessment process.

These risks are evaluated by Management based on their likelihood and potential impact on the Group's operations, financial performance, and shareholders, and appropriate control measures are implemented to mitigate such risks.

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

RISK MANAGEMENT FRAMEWORK (CONT'D)

C. Risk Awareness Culture

The Group promotes a risk awareness culture supported by sound corporate governance practices, clearly defined roles and responsibilities, effective communication, and ongoing training. The Board emphasizes compliance with applicable laws and regulations, integrity in fiduciary responsibilities, and adherence to established policies and procedures to support sustainable long-term growth.

D. Risk Management Process

Risk management is embedded within the Group's operational processes and strategic planning. The key elements of the risk management process include:

- Risk Identification – Identification of risks through management discussions and continuous monitoring.
- Risk Assessment – Evaluation of risks based on likelihood and potential impact.
- Mitigation Actions – Implementation of appropriate control measures and action plans, including policies and procedures, monitoring mechanisms, and management oversight to manage identified risks.
- Monitoring and Reporting – Ongoing review of risk exposure and reporting to the ARMC and the Board.

Senior Management and Risk Owners are responsible for managing risks within their respective areas, while significant risks are escalated to the ARMC and the Board where necessary.

INTERNAL CONTROL SYSTEM

The main components of the Group's internal control system are summarized as follows.

A. Control Environment

The Board emphasizes the importance of maintaining a strong control environment across the Group by promoting integrity, professionalism, and accountability.

The Group enhances employee competency through training programs conducted on a needs basis, covering technical skills as well as risk management awareness, ethical conduct, and compliance requirements.

B. Control Structure

The Board and Management have put in place an organisational structure with defined reporting lines and delegated authority appropriate to the current scale and complexity of the Group's operations.

The Group has implemented documented Policies and Procedures governing key business processes. The Group is in the process of further strengthening and formalizing its governance framework and internal control documentation in line with its operational growth and regulatory expectations.

These Policies and Procedures are reviewed and updated from time to time to ensure continued relevance and to progressively enhance the internal control environment.

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

INTERNAL CONTROL SYSTEM (CONT'D)

C. Internal Audit Function

The Group has outsourced its internal audit function to Eco Asia Governance Advisory Sdn. Bhd., an independent professional service provider. The Internal Auditors operate independently and are free from any relationships or conflicts of interest that could impair their objectivity.

The internal audit function is led by Ms Janeeta Salim, a Bachelor of Accountancy graduate and Associate Member of the Institute of Internal Auditors Malaysia ("IIAM"), and is supported by a team of 11 personnel.

All internal audit activities were carried out in accordance with the International Professional Practices Framework ("IPPF") issued by the Institute of Internal Auditors ("IIA").

The Internal Auditors perform their duties independently and report directly to the ARMC. Audit findings and recommendations are communicated to the ARMC, and Management action plans are monitored to ensure timely resolution.

During the financial year under review, the Internal Auditors:

- Prepared the Internal Audit Plan Proposal for FYE 31 December 2025 and FYE 31 December 2026 and presented it to the ARMC for approval;
- Conducted internal audit review on Procurement Management;
- Discussed findings with Management and relevant personnel; and
- Submitted an internal audit report to the ARMC, detailing findings, recommendations, Management's responses and proposed action plans for review and approval.

Based on the internal audit review conducted during the financial year, none of the identified weaknesses resulted in any material losses, contingencies, or uncertainties to the Group.

D. ARMC

The ARMC reviews and evaluates the adequacy and effectiveness of the Group's risk management and internal control systems. The ARMC held one meeting during FYE 2025 to review the Group's risk management and internal control systems, as the Company was listed in September 2025. Going forward, the ARMC will review and monitor the Group's risk management and internal control systems on a half-yearly basis.

REVIEW AND MONITORING OF THE RISK MANAGEMENT AND INTERNAL CONTROL SYSTEM

The Board, with the assistance of the ARMC, confirms that there is an ongoing process for reviewing and monitoring the effectiveness, adequacy, and integrity of the Group's risk management and internal control systems throughout the financial year under review and up to the date of approval of this Statement.

The Board is of the view that the risk management and internal control system is sound and sufficient to provide reasonable assurance in safeguarding the interests of shareholders' investment and the Group's assets.

WEAKNESSES IN INTERNAL CONTROLS WHICH RESULTED IN MATERIAL LOSSES

There were no major weaknesses in internal controls which resulted in material losses during the financial year under review until the date of approval of this Statement.

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

ASSURANCE BY THE MANAGING DIRECTOR AND FINANCIAL CONTROLLER

The Board has received assurance from the Managing Director and the Financial Controller that the Group's risk management and internal control systems have been operating adequately and effectively, in all material respects, to meet the Group's objectives during the financial year under review and up to the date of this Statement.

REVIEW BY EXTERNAL AUDITORS

The External Auditors, Messrs. Crowe Malaysia PLT, have reviewed this Statement pursuant to Paragraph 15.23 of the Listing Requirements for inclusion in this Annual Report for the financial year ended 31 December 2025. The External Auditors do not assume responsibilities to any other persons other than the Board in respect of an aspect of this Statement.

The review of this Statement by the External Auditors was performed in accordance with the scope set out in the Audit and Assurance Practice Guide 3 ("AAPG 3"), Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control included in the Annual Report, issued by the Malaysian Institute of Accountants ("MIA"). However, the AAPG 3 does not require the External Auditors to consider whether this Statement covers all risk and controls, or to form an opinion on the adequacy and effectiveness of the Group's risk management and internal systems.

The External Auditors have reported to the Board that nothing has come to their attention that caused them to believe that this Statement is not prepared, in all material aspects, in accordance with the disclosures required by Section 7 of the SORMIC Guide 2025 nor is the Statement factually inaccurate.

CONCLUSION

The Board has taken reasonable steps to ensure that appropriate risk management and internal control systems are in place to safeguard the Group's business and assets as well as shareholders' interests.

Based on the review and assurance received, the Board is of the view that the Group's risk management and internal control systems are adequate and effective, in all material respects, for the financial year under review and up to the date of approval of this Statement.

The Board remains committed to continuously enhancing the Group's governance, risk management, and internal control framework in line with the Group's operational growth and evolving regulatory requirements.

This Statement is made in accordance with a resolution of the Board dated 20 April 2026.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

The Audit and Risk Management Committee ("ARMC") of the Company is pleased to present the ARMC Report to provide insights on the discharge of the ARMC's function during the financial year ended 31 December 2025 and up to the date of this report, in compliance with Rule 15.15 of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad ("Listing Requirements").

COMPOSITION

The ARMC comprises three (3) members, all of whom are Independent Non-Executive Directors as set out below:

Name of Director	Designation	Directorate
Aun Siew Kuan	Chairperson	Independent Non-Executive Director
Ir. Abdul Rahman Bin Adam	Member	Independent Non-Executive Director
Farah Shireen Binti Mohamed Said	Member	Independent Non-Executive Director

COMPLIANCE WITH LISTING REQUIREMENTS AND MALAYSIAN CODE ON CORPORATE GOVERNANCE ("MCCG")

The composition of the ARMC complies with the recommended practices of the MCCG as set out in the Corporate Governance Overview Statement in this Annual Report as well as the Listing Requirements as set out below:

Listing Requirements	Compliance
Rule 15.09 (1) (a) & (b)	The ARMC consist of three (3) members, all of whom are Independent Non-Executive Directors
Rule 15.09 (1) (c)	The Chairperson of the ARMC, Aun Siew Kuan is certified as a Chartered Accountant by the Malaysian Institute of Accountants
Rule 15.09 (2)	None of the ARMC members is an alternate Director
Rule 15.10	The Chairperson of the ARMC is an Independent Non-Executive Director

TERMS OF REFERENCE

The Board had approved the Terms of Reference ("TOR") of the ARMC, covering its scope of duties and responsibilities, authority and other relevant matters, is made available on the Company's website at <https://exp.com.my/corporate-governance>.

MEETINGS AND MINUTES

Meetings will normally be attended by the Managing Director, Financial Controller and other management, Sponsor, External Auditors and Internal Auditors, by invitation, if necessary.

Minutes of each ARMC meeting were properly recorded and tabled for confirmation at the following ARMC meeting and subsequently tabled at the Board meeting for notation. After the conclusion of each ARMC meeting, the Chairperson of the ARMC reports to the Board on activities undertaken and key recommendations for the Board's consideration and final decision.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT (CONT'D)

MEETINGS AND MINUTES (CONT'D)

During the FYE 2025 and up to the date of this report, the ARMC held a total of four (4) meetings and the attendance of the ARMC members as follows:

ARMC Members	Meeting Attendance
Aun Siew Kuan	4/4
Ir. Abdul Rahman Bin Adam	4/4
Farah Shireen Binti Mohamed Said	4/4

TERM OF OFFICE & PERFORMANCE

In accordance with Rule 15.20 of the Listing Requirements, the Nomination Committee have conducted annual assessment on the term of office and performance of the ARMC and each of its members to determine whether the ARMC has carried out their duties in accordance with their terms of reference. The Board is satisfied with the performance of the ARMC and its members based on the recommendation of the Nomination Committee.

SUMMARY OF ACTIVITIES UNDERTAKEN BY THE ARMC

The main activities carried out by the ARMC during FYE 2025 up to the date of this report are summarised as follows:-

Financial Reporting

- reviewed the audited financial statements of the Company and of the Group for the FYE 2025 to ensure, amongst others, compliance of the financial statements with the provisions of the Companies Act, 2016 and the applicable approved accounting standards issued by the Malaysian Accounting Standards Board, IFRS Accounting Standards and Listing Requirements before recommending to the Board for approval; and
- reviewed the unaudited results for three (3) financial quarters before recommending to the Board for approval. The review focus on:
 - going concern basis;
 - significant matters highlighted, including financial reporting issues, significant judgments and estimates made by Senior Management, significant and unusual events or transactions, and how these matters were addressed;
 - any change in accounting policies, its implications and appropriately disclosed; and
 - compliance with relevant accounting standards, Listing Requirements and other legal requirements.

External Audit

- reviewed the external audit plan, outlining the audit scope, audit process and areas of emphasis based on the External Auditors' presentation of its audit plan;
- reviewed the External Auditors' Audit Planning Memorandum and Audit Review Memorandum and the response from the management;
- reviewed the audit and non-audit fees and recommended to the Board for approval;
- reviewed the performance and effectiveness of the External Auditors in the provision of statutory audit services and recommend to the Board for approval on the re-appointment of External Auditors;
- have 2 private meetings with the External Auditors without the presence of executive members of the Board and management; and
- reviewed and evaluated the factors relating to the independence of the External Auditors.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT (CONT'D)

SUMMARY OF ACTIVITIES UNDERTAKEN BY THE ARMC (CONT'D)

Internal Audit

- reviewed the Internal Audit Plan presented by the Internal Auditors;
- reviewed the reports from the Internal Auditors and assessed the Internal Auditors' findings, its recommendations and the management's responses;
- reviewed and discussed the effective implementation of the action plans taken by the management in response to audit findings and weaknesses identified during the audit review;
- monitored the follow-up on the internal audit findings and the implementation status based on the Internal Auditors' recommendations; and
- reviewed and assessed the competency and independence of the internal audit function.

Others

- reviewed the Corporate Governance Overview Statement, Statement on Risk Management and Internal Control, Management Discussion and Analysis, Sustainability Statement, Additional Compliance Information and this Audit and Risk Management Committee Report before recommending to the Board for approval and inclusion in the Annual Report; and
- Corporate Governance Report 2025 before recommending to the Board for approval.

Related Party Transactions and Conflict of Interest

At each quarterly meeting, the ARMC reviewed the recurrent related party transactions ("RRPT") of a revenue or trading nature entered into by our Group and conflict of interest situation that may arise within the Group to ensure compliance with the Listing Requirements, Company's Conflict of Interest Policy and Related Party Transaction Policy and Procedures which are accessible from the Company's website at <https://exp.com.my/corporate-governance>.

Risk Management Oversight

The ARMC assisted the Board in discharging its risk management oversight responsibilities by ensuring that key risks are properly identified, assessed, and mitigated. It oversees the effectiveness of the Group's risk management framework and internal control systems, reviews risk management policies and practices, monitors key risk exposures, and ensures alignment with regulatory requirements and the Group's objectives. Significant risk matters were escalated to the Board for deliberation to support informed decision-making and effective governance.

INTERNAL AUDIT FUNCTION

The primary function of the internal audit is to assist the Board and ARMC in providing an independent review of the adequacy and effectiveness of the governance, risk management and internal control processes within Group, based on the risk-based internal audit plan reviewed and approved by the ARMC.

The internal audit function is independent and performs audit assignments with impartiality, proficiency and due professional care. The Internal Auditors' report directly to the ARMC and also have unfettered access to the Board.

The internal audit function is outsourced to a professional service firm, namely Eco Asia Governance Advisory Sdn. Bhd. and their internal audit were carried out in accordance with the International Professional Practices Framework issued by the Institute of Internal Auditors.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT (CONT'D)

INTERNAL AUDIT FUNCTION (CONT'D)

The ARMC is satisfied that Eco Asia Governance Advisory Sdn Bhd has the following resources:

- the person responsible for leading the internal audit function from Eco Asia Governance Advisory Sdn Bhd is Ms. Janeeta Salim. She is an Associate Member of Institute of Internal Auditors Malaysia and Bachelor of Accountancy holder with 15 years of experience in internal audit, risk management and corporate governance advisory;
- has sufficient resources and is able to access information to enable it to carry out its role effectively. The number of staff deployed for the internal audit reviews ranged from two (2) to three (3) personnel per visit; and
- the personnel assigned to undertake internal audit have the necessary competency, experience and resources to carry out the function effectively.

The ARMC has obtained a written confirmation upon engagement of the Internal Auditors that they will act as an independent service provider in providing professional services and will not undertake to perform any obligation of the Company, whether regulatory or contractual.

Summary of Activities by the Internal Auditors

The summary of activities undertaken by the Internal Auditors includes the following:-

- reviewed compliance with policies, procedures and standards, relevant external rules and regulations;
- assessed the adequacy and effectiveness of the Group's system of internal control on Procurement Management and recommended appropriate actions to be taken where necessary;
- the internal audits performed met the objectives of highlighting to the ARMC the audit findings which required follow-up actions by the management, any outstanding audit issues which required corrective actions to be taken to ensure an adequate and effective internal control system within the Group, as well as any weaknesses; and
- formulated the internal audit plan and presented the plan to the ARMC for review and thereafter, for approval by the Board.

Total costs incurred for FYE 2025

Total costs incurred for the outsourced internal audit function of the Group for the FYE 2025 amounted to RM15,584.

This Audit and Risk Management Committee Report is approved by the Board on 20 April 2026.

NOMINATION COMMITTEE REPORT

The Nomination Committee ("NC") is pleased to present the Nomination Committee Report for the financial year ended 31 December 2025 ("FYE 2025") and up to the date of this report.

Composition of the NC and Meeting

The NC comprises exclusively of Independent Non-Executive Directors and is chaired by Ir. Abdul Rahman Bin Adam, the Independent Non-Executive Director.

The Company was only listed on the ACE Market of Bursa Securities on 24 September 2025, hence, the NC has not conducted any meeting during FYE2025. Subsequent to the FYE 2025, the NC has conducted a meeting and the attendance of each member are as follow:

Name of Director	Designation	Directorate	Meeting Attendance
Ir. Abdul Rahman Bin Adam	Chairperson	Independent Non-Executive Director	1/1
Aun Siew Kuan	Member	Independent Non-Executive Director	1/1
Farah Shireen Binti Mohamed Said	Member	Independent Non-Executive Director	1/1

Compliance with ACE Market Listing Requirements ("Listing Requirements") of Bursa Malaysia Securities Berhad and the Malaysian Code on Corporate Governance ("MCCG")

The composition of the NC is in compliance with Rule 15.08A of the Listing Requirements and the relevant practices of the MCCG as set out in the Corporate Governance Overview Statement in the Annual Report.

Key Responsibilities of the NC

The key responsibilities of the NC, amongst others, are as follows:

- Recommending suitable appointments to the Board, taking into consideration the Board structure, size, composition and the required mix of expertise and experience which the Director should bring to the Board;
- Reviewing the effectiveness of the Board as a whole, the committees of the Board and the contribution of each Director as well as assess the "independence" of Independent Directors; and
- Reviewing the performance of Directors retiring by rotation pursuant to the Company's Constitution and being eligible offer themselves for re-appointment.

After each meeting, the Chairman of the NC will table its recommendations to the Board for final decision.

The Terms of Reference of the NC which deals with its authority and duties, is available at the Company's website at <https://exp.com.my/corporate-governance>.

NOMINATION COMMITTEE REPORT (CONT'D)

Summary of Activities Undertaken by the NC

The summary of activities undertaken by the NC are as follows:

- Reviewed the current Board structure, size and composition with an aim to achieving a balance of views on the Board;
- Reviewed and assessed the effectiveness of the Board as a whole, the Board Committees as well as the contribution of each individual Director;
- Assessed the independence of Independent Directors based on criteria set out in the Listing Requirements;
- Reviewed the character, experience, integrity, competence and time commitment of the Directors, Managing Director and the Financial Controller;
- Reviewed and recommended the re-election of the retiring Directors at forthcoming Annual General Meeting;
- Reviewed the terms of office and performance of the ARMC and each of its members; and
- Reviewed that training attended by each Director during the FYE 2025 and the training need of the Directors in the current financial year.

The NC had upon its annual evaluation, concluded that:

- the composition of the Board members, is effective and that the Directors possessed the necessary skills, knowledge, experience, time commitment with a diverse composition of a majority comprising Independent Directors are able to discharge their duties satisfactorily, objectively and professionally and act in the best interest of minority shareholders;
- the performance of the Board, Board Committees and its members are effective in accordance with the Board Charter and Terms of Reference of the Board Committees; and
- the Independent Directors have fulfilled the independence criteria as set out in the Listing Requirements.

STATEMENT OF DIRECTORS' RESPONSIBILITY FOR PREPARATION OF FINANCIAL STATEMENTS

Pursuant to the Companies Act 2016, the Directors are responsible for the preparation of financial statements of the Group and of the Company for each financial year in accordance with applicable Malaysian Financial Reporting Standards ("MFRS"), IFRS Accounting Standards, requirements of the Companies Act 2016 and the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad ("Listing Requirements").

The Directors are responsible to ensure that the financial statements give a true and fair view of the financial position of the Group and of the Company as at 31 December 2025 as well as the financial performance and cash flows of the Group and of the Company for the FYE 2025.

In preparing the financial statements for the FYE 2025, the Directors are satisfied that the management has: -

- adopted and applied appropriate accounting policies consistently;
- made reasonable and prudent judgment and estimates; and
- prepared the financial statements on a going concern basis.

The Directors have overall responsibility to ensure that the Group and the Company maintain proper accounting and other records for the preparation of the financial statements of the Group and of the Company with reasonable accuracy which enable the financial statements comply with the requirements of Companies Act 2016.

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

This statement is made in compliance with Rule 15.26(a) of the Listing Requirements and was approved by the Board on 20 April 2026.

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DIRECTORS' REPORT

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

PRINCIPAL ACTIVITIES

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

RESULTS

	The Group RM'000	The Company RM'000
Profit/(Loss) after taxation for the financial year	9,998	(846)
Attributable to:- Owners of the Company	9,998	(846)

DIVIDENDS

No dividend was recommended by the directors for the financial year.

RESERVES AND PROVISIONS

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

ISSUES OF SHARES AND DEBENTURES

During the financial year:-

- (a) the Company increased its issued and paid-up share capital from RM1,000 to RM69,226,754 by way of:-
 - (i) issuance of 754,448,089 new ordinary shares at an issue price of RM0.045 per ordinary share, for a total consideration of RM33,950,164 as full payment for the acquisition of the entire equity interest of Express Mission Sdn. Bhd.; and
 - (ii) issuance of 180,000,000 new ordinary shares at an issue price of RM0.20 each in conjunction with the initial public offering on the ACE Market of Bursa Malaysia Securities Berhad for a total cash consideration of RM36,000,000. The listing expenses arising from the issuance of new ordinary shares amounting to RM724,410 were offset against share capital of the Company.

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

DIRECTORS' REPORT (CONT'D)

ISSUES OF SHARES AND DEBENTURES (CONT'D)

During the financial year:- (Cont'd)

(b) there were no issues of debentures by the Company.

OPTIONS GRANTED OVER UNISSUED SHARES

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

BAD AND DOUBTFUL DEBTS

Before the financial statements of the Group and of the Company were made out, the directors took reasonable steps to ascertain that action had been taken in relation to the writing off of bad debts and the making of allowance for impairment losses on receivables and satisfied themselves that all known bad debts had been written off 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 further 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 render adherence to the existing methods of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.

DIRECTORS' REPORT (CONT'D)

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

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

Dato' Mohd Redza Shah Bin Abdul Wahid
Lim Cheng Ten
Rosli Bin Jonid
Aun Siew Kuan
Abdul Rahman Bin Adam
Farah Shireen Binti Mohamed Said

The names of directors of the Company's subsidiaries who served during the financial year until the date of this report are similar to those disclosed above.

DIRECTORS' REPORT (CONT'D)

DIRECTORS' INTERESTS

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

	< ----- Number of Ordinary Shares ----- >			
	At 1.1.2025	Bought	Sold	At 31.12.2025
The Company				
<i>Direct Interests</i>				
Lim Cheng Ten	510	689,397,079	-	689,397,589
Rosli Bin Jonid	490	-	(490)	-
Dato' Mohd Redza Shah Bin Abdul Wahid	-	424,000	-	424,000
Aun Siew Kuan	-	324,000	-	324,000
Farah Shireen Binti Mohamed Said	-	324,000	-	324,000
<i>Indirect Interests</i>				
Rosli Bin Jonid ⁽¹⁾	-	5,000	-	5,000
Dato' Mohd Redza Shah Bin Abdul Wahid ⁽²⁾	-	270,000	-	270,000

⁽¹⁾ Deemed interested through his son's shareholding in the Company.

⁽²⁾ Deemed interested through his sons and daughter in law's shareholdings in the Company.

By virtue of his shareholdings in the Company, Lim Cheng Ten is deemed to have interests in shares in its related corporations during the financial year to the extent of the Company's interests, in accordance with Section 8 of the Companies Act 2016.

The other directors holding office at the end of the financial year had no interest in shares, options over unissued shares or debentures of 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 transactions entered into in the ordinary course of business with companies in which certain directors have substantial financial interests as disclosed in Note 32(b) to the financial statements.

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

DIRECTORS' REPORT (CONT'D)

DIRECTORS' REMUNERATION

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

	The Group RM'000	The Company RM'000
Fees	252	252
Salaries, bonuses and other benefits	602	8
Defined contribution benefits	66	-
	920	260
	920	260

INDEMNITY AND INSURANCE COSTS

During the financial year, there was no indemnity given to or professional indemnity insurance effected for directors, officers or auditors of the Company.

SUBSIDIARIES

The details of the subsidiary name, place of incorporation, principal activities and percentage of issued share capital held by the Company in each subsidiary are disclosed in Note 5 to the financial statements.

The available auditors' reports on the financial statements of the subsidiaries did not contain any qualification.

SIGNIFICANT EVENT DURING THE FINANCIAL YEAR

The significant event during the financial year is disclosed in Note 37 to the financial statements.

SIGNIFICANT EVENTS OCCURRING AFTER THE REPORTING PERIOD

The significant events occurring after the reporting period are disclosed in Note 38 to the financial statements.

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

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

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

	The Group RM'000	The Company RM'000
Audit fees	120	40
Non-audit fees	8	8
Special audit fees	20	2
	<hr/>	<hr/>
	148	50
	<hr/>	<hr/>

Signed in accordance with a resolution of the directors dated 20 April 2026.

Lim Cheng Ten

Rosli Bin Jonid

STATEMENT BY **DIRECTORS** PURSUANT TO SECTION 251(2) OF THE COMPANIES ACT 2016

We, Lim Cheng Ten and Rosli Bin Jonid, being two of the directors of Express Power Solutions (M) Bhd, state that, in the opinion of the directors, the financial statements set out on pages 99 to 163 are drawn up in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as of 31 December 2025 and of their financial performance and cash flows for the financial year ended on that date.

Signed in accordance with a resolution of the directors dated 20 April 2026.

Lim Cheng Ten

Rosli Bin Jonid

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

I, Lim Cheng Ten, being the director primarily responsible for the financial management of Express Power Solutions (M) Bhd, do solemnly and sincerely declare that the financial statements set out on pages 99 to 163 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
Lim Cheng Ten, NRIC Number: 610424-10-5833
at Kuala Lumpur
in the Federal Territory
on this 20 April 2026

Lim Cheng Ten

Before me:
Muhammad Faiz Dharmendra Bin Abdullah
License No.: W737
Commissioner of Oaths
Kuala Lumpur

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF EXPRESS POWERR SOLUTIONS (M) BHD

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Express Powerr Solutions (M) Bhd, which comprise the statements of financial position of the Group and of the Company as at 31 December 2025, and the statements of profit or loss and other comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 99 to 163.

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

Basis for Opinion

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing. Our responsibilities under those standards are further described in the *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.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF EXPRESS POWERR SOLUTIONS (M) BHD (CONT'D)

Key Audit Matters

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

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

Key audit matters	How our audit addressed the key audit matters
Revenue recognition	
<p>Refer to Note 24 to the financial statements</p> <p>Revenue from hiring of generators sets and installation of solar photovoltaic ("PV") systems amounting to approximately RM54.40 million represents 98% of the Group's revenue for the financial year ended 31 December 2025.</p> <p>Revenue from the hiring of generator sets is recognised over time on a proportional basis over the contract period, whereas revenue from the installation of solar PV systems is recognised over time, measured using the input method by reference to the progress towards complete satisfaction of the performance obligation.</p> <p>This is an area of focus given that significant judgement by the management is required in determining the progress towards complete satisfaction of the performance obligation.</p>	<p>Our audit procedures included, among others:-</p> <ol style="list-style-type: none"> 1. Assessed internal controls of revenue cycle and performed Test of Control; 2. Reviewed management's revenue recognition policy to ascertain if revenue have been recognised in accordance with MFRS 15 'Revenue from Contracts with Customers'; 3. Verified the supporting documents so as to ascertain the proof of the service rendering and sale of goods; 4. Reviewed contracts with customers and the satisfaction of performance obligations as specified in the contracts; and 5. Tested on sample basis for sales transactions taking place near to or after the reporting date by evaluating the delivery terms agreed with customers.

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF EXPRESS POWERR SOLUTIONS (M) BHD
(CONT'D)

Key Audit Matters (Cont'd)

We have determined the matters described below to be the key audit matters to be communicated in our report. (Cont'd)

Key audit matters	How our audit addressed the key audit matters
Impairment assessment of non-current assets	
<p>Refer to Notes 6 and 7 to the financial statements</p> <p>As of 31 December 2025, the Group's property, plant and equipment ("PPE") and right-of-use ("ROU") assets amounted to RM49.09 million and RM0.47 million, respectively. These assets represent a significant portion of the Group's total assets.</p> <p>We focused on this area due to its magnitude and significant judgement involved in determining the key assumptions used in performing the impairment test, such as estimating the recoverable amounts of the non-current assets.</p>	<p>Our audit procedures included, among others:-</p> <ol style="list-style-type: none"> 1. Reviewed management's assessment for any indications of impairment on the Group's PPE and ROU in accordance with MFRS 136 'Impairment of Assets'; and 2. Assessed whether impairment indicators existed by considering financial performance trends, operational disruptions as well as market and economic conditions affecting the Group's operation.
Impairment loss of trade receivables	
<p>Refer to Note 9 to the financial statements</p> <p>As of the reporting date, the Group's trade receivables amounted to RM13.64 million is stated net of allowance for impairment losses of RM0.39 million. Trade receivables are a major component of the financial position of the Group.</p> <p>We focused on this area due to the magnitude of the amount involved and significant judgements are required to assess the allowance for impairment losses of trade receivables.</p> <p>The assessment on impairment of trade receivables involves significant management judgement, taking into consideration the age of the trade debts, historical payment patterns, existence of disputes and bad debt written off in the past.</p>	<p>Our audit procedures included, among others:</p> <ol style="list-style-type: none"> 1. Enquired management's inputs and assumptions used when determining the expected credit loss allowance; 2. Reviewed the Group's recent invoices and collections during and after the financial year for major receivables and compared against the historical data from the Group's previous collection experience; and 3. Tested the adequacy of the Group's allowance for impairment losses on trade receivables by assessing the management's policy.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF EXPRESS POWERR SOLUTIONS (M) BHD (CONT'D)

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 the 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 TO THE MEMBERS OF EXPRESS POWERR SOLUTIONS (M) BHD (CONT'D)

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 skepticism throughout the audit. We also:

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

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

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF EXPRESS POWERR SOLUTIONS (M) BHD (CONT'D)

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

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 5 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
201906000005 (LLP0018817-LCA) & AF 1018
Chartered Accountants

Kuala Lumpur

20 April 2026

Ung Voon Huay
03233/09/2026 J
Chartered Accountant

STATEMENTS OF FINANCIAL POSITION

AS AT 31 DECEMBER 2025

	Note	The Group		The Company	
		2025 RM'000	2024* RM'000	2025 RM'000	2024 RM'000
ASSETS					
NON-CURRENT ASSETS					
Investments in subsidiaries	5	-	-	33,951	-
Property, plant and equipment	6	49,090	36,759	-	-
Right-of-use assets	7	473	503	-	-
		49,563	37,262	33,951	-
CURRENT ASSETS					
Inventories	8	508	-	-	-
Trade receivables	9	13,636	11,713	-	-
Other receivables, deposits and prepayments	10	2,661	1,013	1	4
Contract assets	11	54	-	-	-
Amount owing by subsidiaries	12	-	-	12,007	-
Amount owing by related parties	13	126	1	-	-
Short-term investment	14	15,130	-	15,130	-
Current tax assets		164	-	-	-
Fixed deposits with licensed banks	15	1,166	1,112	-	-
Cash and bank balances		18,750	11,453	7,201	1
		52,195	25,292	34,339	5
TOTAL ASSETS		101,758	62,554	68,290	5

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

STATEMENTS OF FINANCIAL POSITION
AS AT 31 DECEMBER 2025
(CONT'D)

	Note	The Group		The Company	
		2025 RM'000	2024* RM'000	2025 RM'000	2024 RM'000
EQUITY AND LIABILITIES					
EQUITY					
Share capital	16	69,227	1	69,227	1
Invested capital	16	-	1,000	-	-
Merger deficit	17	(32,950)	-	-	-
Retained profits/(Accumulated losses)		41,278	36,280	(1,091)	(245)
TOTAL EQUITY		77,555	37,281	68,136	(244)
NON-CURRENT LIABILITIES					
Lease liabilities	18	174	212	-	-
Long-term borrowings	19	13,752	6,838	-	-
Deferred tax liabilities	20	3,343	3,104	-	-
		17,269	10,154	-	-
CURRENT LIABILITIES					
Trade payables	21	2,503	3,887	-	-
Contract liabilities	11	41	150	-	-
Other payables and accruals	22	3,710	1,634	129	6
Amount owing to related parties	13	64	56	-	243
Lease liabilities	18	314	312	-	-
Short-term borrowings	19	277	319	-	-
Dividend payable	23	-	7,000	-	-
Current tax liabilities		25	1,761	25	-
		6,934	15,119	154	249
TOTAL LIABILITIES		24,203	25,273	154	249
TOTAL EQUITY AND LIABILITIES		101,758	62,554	68,290	5

Remark:

* As disclosed in Note 4.3 to the financial statements, the comparative figures in the Group's financial statements are presented as if the combined entity had been in existence throughout the reported periods.

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

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	Note	The Group		The Company	
		2025 RM'000	2024* RM'000	2025 RM'000	2024 RM'000
REVENUE	24	55,283	70,167	-	-
COST OF SALES		(24,261)	(32,773)	-	-
GROSS PROFIT		31,022	37,394	-	-
OTHER INCOME		521	145	232	-
ADMINISTRATIVE EXPENSES		(15,425)	(13,268)	(1,053)	(236)
OTHER OPERATING EXPENSES		(1,286)	(1,000)	-	-
FINANCE COSTS		(731)	(145)	-	-
NET IMPAIRMENT GAIN/(LOSSES) ON FINANCIAL ASSETS	25	99	(129)	-	-
PROFIT/(LOSS) BEFORE TAXATION	26	14,200	22,997	(821)	(236)
INCOME TAX EXPENSE	27	(4,202)	(6,401)	(25)	-
PROFIT/(LOSS) AFTER TAXATION		9,998	16,596	(846)	(236)
OTHER COMPREHENSIVE INCOME		-	-	-	-
TOTAL COMPREHENSIVE INCOME/(EXPENSES) FOR THE FINANCIAL YEAR		9,998	16,596	(846)	(236)

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

STATEMENTS OF PROFIT OR LOSS
AND OTHER COMPREHENSIVE INCOME
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

	Note	The Group		The Company	
		2025 RM'000	2024* RM'000	2025 RM'000	2024 RM'000
PROFIT/(LOSS) AFTER TAXATION ATTRIBUTABLE TO:-					
Owners of the Company		9,998	16,596	(846)	(236)
		<u> </u>	<u> </u>	<u> </u>	<u> </u>
EARNINGS PER SHARE (SEN)					
- Basic	28	1.24	2.20		
- Diluted	28	1.24	2.20		
		<u> </u>	<u> </u>		

Remark:

- * As disclosed in Note 4.3 to the financial statements, the comparative figures in the Group's financial statements are presented as if the combined entity had been in existence throughout the reported periods.

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

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

The Group	Note	Share Capital RM'000	Invested Capital RM'000	Merger Deficit RM'000	Retained Profits RM'000	Total Equity RM'000
Balance at 1.1.2024		1	1,000	-	27,684	28,685
Profit after taxation/Total comprehensive income for the financial year		-	-	-	16,596	16,596
Distributions to owners:						
- Dividends	29	-	-	-	(8,000)	(8,000)
Balance at 31.12.2024/1.1.2025		1	1,000	-	36,280	37,281
Profit after taxation/Total comprehensive income for the financial year		-	-	-	9,998	9,998
Transactions with owners:						
- Issuance of ordinary shares for the acquisition of a subsidiary	16	33,950	(1,000)	(32,950)	-	-
- Issuance of ordinary shares pursuant to an initial public offering	16	36,000	-	-	-	36,000
- Share issuance expenses	16	(724)	-	-	-	(724)
- Dividends	29	-	-	-	(5,000)	(5,000)
Total contributions by and distributions to owners		69,226	(1,000)	(32,950)	(5,000)	30,276
Balance at 31.12.2025		69,227	-	(32,950)	41,278	77,555

Remark:

* As disclosed in Note 4.3 to the financial statements, the comparative figures in the Group's financial statements are presented as if the combined entity had been in existence throughout the reported periods.

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

STATEMENTS OF CHANGES IN EQUITY
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

The Company	Note	Share Capital RM'000	Accumulated Losses RM'000	Total Equity RM'000
Balance at 1.1.2024		1	(9)	(8)
Loss after taxation/Total comprehensive expenses for the financial year		-	(236)	(236)
Balance at 31.12.2024/1.1.2025		1	(245)	(244)
Loss after taxation/Total comprehensive expenses for the financial year		-	(846)	(846)
Contributions by owners of the Company:				
- Issuance of ordinary shares for the acquisition of a subsidiary	16	33,950	-	33,950
- Issuance of ordinary shares pursuant to an initial public offering	16	36,000	-	36,000
- Share issuance expenses	16	(724)	-	(724)
		69,226	-	69,226
Balance at 31.12.2025		69,227	(1,091)	68,136

The annexed notes form an integral part of these financial statements

STATEMENTS OF **CASH FLOWS**

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	Note	The Group		The Company	
		2025 RM'000	2024* RM'000	2025 RM'000	2024 RM'000
CASH FLOWS FROM/(FOR) OPERATING ACTIVITIES					
Profit/(Loss) before taxation		14,200	22,997	(821)	(236)
Adjustments for:-					
Bad debt written off		57	-	-	-
Depreciation of property, plant and equipment	6	3,924	3,397	-	-
Depreciation of right-of-use assets	7	341	274	-	-
Fair value gain on short-term investment		(130)	-	(130)	-
Gain on disposal of property, plant and equipment		(148)	(56)	-	-
Gain on lease modification	26	-	(2)	-	-
Impairment losses:					
- trade receivables	25	13	136	-	-
Interest expense		731	145	-	-
Interest income		(183)	(81)	(102)	-
Reversal of impairment losses:					
- trade receivables	25	(112)	-	-	-
- related parties	25	-	(7)	-	-
Operating profit/(loss) before working capital changes		18,693	26,803	(1,053)	(236)
Increase in inventories		(508)	-	-	-
Increase in contract assets		(54)	-	-	-
Increase in trade receivables		(1,881)	(8,968)	-	-
(Increase)/Decrease in other receivables, deposits and prepayments		(1,648)	(137)	3	-
(Decrease)/Increase in trade payables		(1,384)	2,794	-	-
Increase in other payables and accruals		2,076	775	123	2
(Increase)/Decrease in amount owing by related parties		(74)	20	-	-
(Decrease)/Increase in contract liabilities		(109)	150	-	-
CASH FLOWS FROM/(FOR) OPERATIONS		15,111	21,437	(927)	(234)
Income tax paid		(5,863)	(5,120)	-	-
NET CASH FROM/(FOR) OPERATING ACTIVITIES		9,248	16,317	(927)	(234)

The annexed notes form an integral part of these financial statements

STATEMENTS OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

	Note	The Group		The Company	
		2025 RM'000	2024* RM'000	2025 RM'000	2024 RM'000
CASH FLOWS FOR INVESTING ACTIVITIES					
Acquisition of a subsidiary		-	-	(33,950)	-
Advances to subsidiaries		-	-	(12,007)	-
(Advances to)/Repayment from related parties		(51)	14	-	-
Incorporation of a subsidiary		-	-	(1)	-
Increase in pledged fixed deposits with licensed banks		(54)	(406)	-	-
Interest income received		313	81	232	-
Purchase of property, plant and equipment	30(a)	(15,973)	(12,057)	-	-
Proceeds from disposal of property, plant and equipment		298	207	-	-
NET CASH FOR INVESTING ACTIVITIES		(15,467)	(12,161)	(45,726)	-
CASH FLOWS FROM FINANCING ACTIVITIES					
Advances from related parties		8	29	-	234
Dividend paid		(12,000)	(1,000)	-	-
Drawdown of term loans	30(b)	6,825	6,650	-	-
Interest paid		(692)	(122)	-	-
Proceeds from issuance of ordinary shares:					
- For the acquisition of a subsidiary		-	-	33,950	-
- Pursuant to an initial public offering, net of share issuance expenses		35,276	-	35,276	-
Repayment to a director		-	(12)	-	-
Repayment to a subsidiary	13(a)	-	-	(243)	-
Repayment of lease liabilities	30(b)	(347)	(275)	-	-
Repayment of hire purchase	30(b)	(209)	(79)	-	-
Repayment of term loans	30(b)	(215)	(208)	-	-
NET CASH FROM FINANCING ACTIVITIES		28,646	4,983	68,983	234

The annexed notes form an integral part of these financial statements

STATEMENTS OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

	Note	The Group		The Company	
		2025 RM'000	2024* RM'000	2025 RM'000	2024 RM'000
NET INCREASE IN CASH AND CASH EQUIVALENTS		22,427	9,139	22,330	-
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE FINANCIAL YEAR		11,453	2,314	1	1
CASH AND CASH EQUIVALENTS AT END OF THE FINANCIAL YEAR	30(c)	33,880	11,453	22,331	1

Remark:

- * As disclosed in Note 4.3 to the financial statements, the comparative figures in the Group's financial statements are presented as if the combined entity had been in existence throughout the reported periods.

The annexed notes form an integral part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

1. GENERAL INFORMATION

The Company is a public limited liability company, incorporated and domiciled in Malaysia. The registered office and principal place of business are as follows:

Registered office	: Unit No. 11.07, Amcorp Tower, Amcorp Trade Centre, No.18, Persiaran Barat, 46050 Petaling Jaya Selangor.
Principal place of business	: No. 6 (Ground Floor), Jalan Tiara 5, Bandar Baru Klang, 41150 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 financial statements of the Company and of the Group are presented in Ringgit Malaysia ("RM"), which is the Company's functional and presentation currency and has been rounded to the nearest thousand, unless otherwise stated.

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the directors dated 20 April 2026.

2. PRINCIPAL ACTIVITIES

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

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

3. BASIS OF PREPARATION

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

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

MFRSs and/or IC Interpretations (Including The Consequential Amendments)
Amendments to MFRS 121: Lack of Exchangeability

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

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

MFRSs and/or IC Interpretations (Including The Consequential Amendments)	Effective Date
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
MFRS 18 Presentation and Disclosure in Financial Statements	1 January 2027
MFRS 19 Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to MFRS 19: Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to MFRS 121: Translation to a Hyperinflationary Presentation Currency	1 January 2027
Amendments to MFRS 10 and MFRS 128: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Deferred

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

3. BASIS OF PREPARATION (CONT'D)

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

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 their accompanying notes. The statement of financial position and the statement 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.

4. MATERIAL ACCOUNTING POLICY INFORMATION

- 4.1 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

Key Sources of Estimation Uncertainty

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

(a) Depreciation of Property, Plant and Equipment

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.1 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONT'D)

Key Sources of Estimation Uncertainty (Cont'd)

(b) Impairment of Property, Plant and Equipment and Right-of-use Assets

The Group determines whether an item of its property, plant and equipment and right-of-use assets is impaired by evaluating the extent to which the recoverable amount of the asset is less than its carrying amount. This evaluation is subject to changes such as market performance, economic and political situation of the country. A variety of methods is used to determine the recoverable amount, such as valuation reports and discounted cash flows. For discounted cash flows, significant judgement is required in the estimation of the present value of future cash flows generated by the assets, which involve uncertainties and are significantly affected by assumptions used and judgements made regarding estimates of future cash flows and discount rates. The carrying amounts of property, plant and equipment and right-of-use assets as at the reporting date are disclosed in Notes 6 and 7 to the financial statements respectively.

(c) Impairment of Trade Receivables and Contract Assets

The Group uses the simplified approach to estimate a lifetime expected credit loss allowance for all trade receivables and contract assets. The contract assets are grouped with trade receivables for impairment assessment because they have substantially the same risk characteristics as the trade receivables for the same types of contracts. The Group develops expected loss rates based on the payment profiles of past sales and the corresponding historical credit losses, and adjusts them for qualitative and quantitative, reasonable and supportable, forward-looking information, where applicable. If the expectation is different from the estimation, such a difference will impact the carrying values of trade receivables and contract assets. The carrying amounts of trade receivables, contract assets and amounts owing by related parties as at the reporting date are disclosed in Notes 9, 11 and 13 to the financial statements respectively.

(d) Impairment of Non-Trade Receivables

The loss allowances for non-trade financial assets are based on assumptions about risk of default (probability of default) and expected loss if a default happens (loss given default). It also requires the Group to assess whether there is a significant increase in credit risk of the non-trade financial asset at the reporting date. The Group uses judgement in making these assumptions and selecting appropriate inputs to the impairment calculation, based on the past payment trends, existing market conditions and forward-looking information. The carrying amounts of other receivables and amounts owing by related parties as at the reporting date are disclosed in Notes 10 and 13 to the financial statements respectively.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.1 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENT (CONT'D)

Key Sources of Estimation Uncertainty (Cont'd)

(e) Revenue Recognition for Contract Revenue

- Installation of Solar PV Systems

The contract revenue represents income from installation of solar PV systems and related services. The Group recognises contract revenue by reference to the construction progress using the input method, determined based on the proportion of construction costs incurred for work performed to date over the estimated total construction costs. The total estimated costs are based on approved budgets, which require assessment and judgement to be made on changes in, for example, work scope, changes in costs and costs to completion. The carrying amounts of contract assets and contract liabilities as at the reporting date are disclosed in Note 11 to the financial statements.

- Maintenance of Solar PV Systems

For the contract with separate performance obligations, the transaction price is allocated to the separate performance obligations on the relative stand-alone selling price basis. The Group allocates the transaction price by estimating its standalone selling price applying the expected cost plus a margin approach.

(f) Income Taxes

There are certain transactions and computations for which the ultimate tax determination may be different from the initial estimate. The Group recognises tax liabilities based on its understanding of prevailing tax laws and estimates of whether such taxes will be due in the ordinary course of business. Where the final outcome of these matters is different from the amounts that were initially recognised, such difference will impact the income tax expense and deferred tax balances in the year in which such determination is made.

(g) Discount Rates used in Leases

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.1 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENT (CONT'D)

Critical Judgements Made in Applying Accounting Policies

Management believes that there are no instances of application of critical judgement in applying the Group's accounting policies which will have a significant effect on the amounts recognised in the financial statements other than as disclosed below:-

(a) Lease Term

Some leases contain extension options exercisable by the Group before the end of the non-cancellable contract period. In determining the lease term, management considers all facts and circumstances including the past practice and any cost that will be incurred to change the asset if an option to extend is not taken. An extension option is only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

(b) Contingent Liabilities

The recognition and measurement for contingent liabilities are based on management's view of the expected outcome on contingencies after consulting legal counsel for litigation cases and experts, for matters in the ordinary course of business.

4.2 FINANCIAL INSTRUMENTS

(a) Financial Assets

Financial Assets Through Profit or Loss

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

Financial Assets at Amortised Cost

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

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.2 FINANCIAL INSTRUMENTS (CONT'D)

(b) Financial Liabilities

Financial Liabilities at Amortised Cost

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

(c) Equity

Ordinary Shares

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

4.3 BASIS OF CONSOLIDATION

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

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

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

4.4 INVESTMENTS IN SUBSIDIARIES

Investments in subsidiaries which are eliminated on consolidation, are stated in the financial statements of the Company at cost less impairment losses, if any.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.5 PROPERTY, PLANT AND EQUIPMENT

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

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

Depreciation on property, plant and equipment is calculated using the straight-line method to allocate their depreciable amounts over the estimated useful lives. The principal annual depreciation rates are:-

Furniture and fittings	10%
Motor vehicles	10% - 20%
Office equipment	10%
Plant and machinery	10%
Renovation and signboard	10%
Tools and equipment	10%

Capital work-in-progress represents office building under construction. They are not depreciated until such time when the asset is available for use.

4.6 RIGHT-OF-USE ASSETS AND LEASE LIABILITIES

(a) Short-term Leases and Leases of Low-value Assets

The Group applies the “short-term lease” and “lease of low-value assets” recognition exemption. For these leases, the Group recognises the lease payments as an operating expense on a straight-line method over the term of the lease unless another systematic basis is more appropriate.

(b) Right-of-use Assets

Right-of-use assets are initially measured at cost. Subsequent to the initial recognition, the right-of-use assets are stated at cost less accumulated depreciation and any accumulated impairment losses, and adjusted for any remeasurement of lease liabilities.

The right-of-use assets are depreciated using the straight-line method from the commencement date to the earlier of the end of the estimated useful lives of the right-of-use assets or the end of the lease term.

(c) Lease Liabilities

Lease liabilities are initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the entities' incremental borrowing rate. Subsequent to the initial recognition, the lease liabilities are measured at amortised cost and adjusted for any lease reassessment or modifications.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.7 INVENTORIES

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

4.8 PROVISIONS

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of past events, when it is probable that an outflow of resources embodying economic benefit will be required to settle the obligation, and when a reliable estimate of the amount can be made. Provisions are reviewed at the end of each reporting period and adjusted to reflect the current best estimate. Where the effect of the time value of money is material, the provision is the present value of the estimated expenditure required to settle the obligation.

A provision for warranties is recognised based on the best estimated liabilities to repair or replace products when the underlying products or services are sold. The estimated liabilities are based on the historical warranty data and a weighting of all possible outcomes against their associated probabilities.

4.9 REVENUE FROM CONTRACTS WITH CUSTOMERS

Revenue is recognised by reference to each distinct performance obligation in the contract with customer and is measured at the consideration specified in the contract of which the Group expects to be entitled in exchange for transferring promised goods or services to a customer, net of sales and service tax, returns, rebates and discounts.

The Group recognises revenue when (or as) it transfers control over a product or service to a customer. An asset is transferred when (or as) the customer obtains control of that asset.

The Group transfers control of a good or service at a point in time unless one of the following over time criteria is met:-

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.9 REVENUE FROM CONTRACTS WITH CUSTOMERS (CONT'D)

(a) Sale of Goods

Revenue from sale of goods is recognised when the Group has transferred control of the goods to the customer, being when the goods have been delivered to the customer and upon its acceptance. Following delivery, the customer has full discretion over the manner of distribution and price to sell the goods, and bears the risks of obsolescence and loss in relation to the goods.

A receivable is recognised when the goods are delivered as this is the point in time that the consideration is unconditional because only the passage of time is required before the payment is due.

(b) Hiring of Generator Sets

Revenue is recognised over time in the period in which the services are rendered. For fixed-price contracts, revenue is recognised based on the actual services provided to the end of the reporting period as a proportion of the total services to be provided because the customer receives and uses the benefits simultaneously.

(c) Installation of Solar PV Systems

Revenue is recognised over the period of the contract by reference to the progress towards complete satisfaction of that performance obligation. The progress towards complete satisfaction of a performance obligation is determined by the proportion of contract costs incurred for work performed to date over the estimated total costs to be incurred.

(d) Maintenance Services

The obligation to repair or replace equipment and parts is the standard warranty provided by the equipment and parts manufacturer for a period between 10 to 25 years.

4.10 REVENUE FROM OTHER SOURCES AND OTHER OPERATING INCOME

(a) Dividend Income

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

(b) Interest Income

Interest income is recognised on an accrual basis using the effective interest method.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

5. INVESTMENTS IN SUBSIDIARIES

	The Company	
	2025 RM'000	2024 RM'000
Unquoted shares, at cost	33,951	-

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	
<i>Subsidiaries of the Company</i>				
Express Mission Sdn. Bhd. ("EMSB")	Malaysia	100%	-	Principally engaged in the provision of generator rental services, solar photovoltaic system solutions including supply, installation, and related engineering services.
Express Energy Solutions Sdn. Bhd. ("EESSB") ^	Malaysia	100%	-	Principally engaged in the rental of generators and other machinery for oil and gas sector in Labuan.

^ *Unaudited and consolidated using management account.*

- (a) During the current financial year, the Company had acquired 1,000,000 ordinary shares of EMSB, representing 100% of the total issued share capital of EMSB by issuance of 754,448,089 new ordinary shares at RM0.045 per share amounting to RM33,950,164 as disclosed in Note 16 to the financial statements.
- (b) On 27 August 2025, the Company incorporated EESSB as a wholly-owned subsidiary with an issued and paid-up share capital of RM1,000 comprising 1,000 ordinary shares.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

6. PROPERTY, PLANT AND EQUIPMENT

	At 1.1.2025 RM'000	Additions (Note 30(a)) RM'000	Disposals RM'000	Depreciation Charges (Notes 26) RM'000	At 31.12.2025 RM'000
The Group					
2025					
<i>Carrying Amount</i>					
Furniture and fittings	10	7	-	(2)	15
Motor vehicles	4,354	2,639	#	(944)	6,049
Office equipment	250	104	-	(38)	316
Plant and machinery	13,134	4,266	(150)	(2,045)	15,205
Renovation and signboard	492	76	-	(102)	466
Tools and equipment	4,869	2,488	-	(793)	6,564
Capital work-in-progress	13,650	6,825	-	-	20,475
	36,759	16,405	(150)	(3,924)	49,090

The amount is less than one thousand.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

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

	At 1.1.2024 RM'000	Additions (Note 30(a)) RM'000	Disposals RM'000	Depreciation Charges (Notes 26) RM'000	At 31.12.2024 RM'000
The Group					
2024					
<i>Carrying Amount</i>					
Furniture and fittings	1	10	-	(1)	10
Motor vehicles	4,152	985	-	(783)	4,354
Office equipment	185	94	-	(29)	250
Plant and machinery	10,740	4,433	(151)	(1,888)	13,134
Renovation and signboard	484	109	-	(101)	492
Tools and equipment	3,238	2,226	-	(595)	4,869
Capital work-in-progress	9,450	4,200	-	-	13,650
	28,250	12,057	(151)	(3,397)	36,759

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

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

The Group	At Cost RM'000	Accumulated Depreciation RM'000	Carrying Amount RM'000
2025			
Furniture and fittings	23	(8)	15
Motor vehicles	12,036	(5,987)	6,049
Office equipment	514	(198)	316
Plant and machinery	29,995	(14,790)	15,205
Renovation and signboard	1,175	(709)	466
Tools and equipment	9,618	(3,054)	6,564
Capital work-in-progress	20,475	-	20,475
	73,836	(24,746)	49,090
The Group	At Cost RM'000	Accumulated Depreciation RM'000	Carrying Amount RM'000
2024			
Furniture and fittings	16	(6)	10
Motor vehicles	9,695	(5,341)	4,354
Office equipment	410	(160)	250
Plant and machinery	28,370	(15,236)	13,134
Renovation and signboard	1,099	(607)	492
Tools and equipment	7,130	(2,261)	4,869
Capital work-in-progress	13,650	-	13,650
	60,370	(23,611)	36,759

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

7. RIGHT-OF-USE ASSETS

	At 1.1.2025 RM'000	Additions (Note 30(a)) RM'000	Depreciation Charges (Note 26) RM'000	Modification of Lease Liabilities (Note 18) RM'000	Derecognition due to Lease Modification RM'000	At 31.12.2025 RM'000
The Group	430	304	(301)	-	-	433
2025	73	-	(40)	7	-	40
Carrying Amount	503	304	(341)	7	-	473
	At 1.1.2024 RM'000	Additions (Note 30(a)) RM'000	Depreciation Charges (Note 26) RM'000	Modification of Lease Liabilities (Note 18) RM'000	Derecognition due to Lease Modification RM'000	At 31.12.2024 RM'000
The Group	453	299	(238)	19	(103)	430
2024	109	-	(36)	-	-	73
Carrying Amount	562	299	(274)	19	(103)	503

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

7. RIGHT-OF-USE ASSETS (CONT'D)

The Group leases 5 yards and an office of which the leasing activities are summarised below:-

- (i) Yards The Group leased 5 (2024 - 4) yards to park the mobile generator sets. The leases run for periods ranging from 2 to 3 (2024 - 2 to 3) years, with an option to renew the leases after that date.
- (ii) Office The Group leased an office premise for administration and operation. The lease runs for a period of 1 (2024 - 2) year, with an option to renew the lease for another 1 (2024 - 2) year after that date.

8. INVENTORIES

	The Group	
	2025 RM'000	2024 RM'000
Consumable tools	160	-
Finished goods	348	-
	508	-
Recognised in profit or loss:-		
Inventories recognised as cost of sales	1,262	29

9. TRADE RECEIVABLES

	The Group	
	2025 RM'000	2024 RM'000
Trade receivables	14,026	12,202
Allowance for impairment losses	(390)	(489)
	13,636	11,713
Allowance for impairment losses:-		
At 1 January	(489)	(353)
Addition during the financial year (Note 25)	(13)	(136)
Reversal during the financial year (Note 25)	112	-
At 31 December	(390)	(489)

The Group's normal trade credit terms range from 30 to 120 (2024 - 30 to 120) days.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

10. OTHER RECEIVABLES, DEPOSITS AND PREPAYMENTS

	The Group		The Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Other receivables	8	11	-	-
Deposits	657	527	1	-
Prepayments	1,996	475	-	4
	<u>2,661</u>	<u>1,013</u>	<u>1</u>	<u>4</u>

11. CONTRACT ASSETS/(LIABILITIES)

Contract Assets

	The Group	
	2025 RM'000	2024 RM'000
At 1 January	-	-
Performance obligations performed	56	-
Transfer to trade receivables	(2)	-
At 31 December	<u>54</u>	<u>-</u>
Represented by:		
- Installation of solar PV systems	<u>54</u>	<u>-</u>

The contract assets primarily relate to the Group's right to consideration for work completed but not yet billed as at the reporting date. The amount will be transferred to trade receivables when the Group issues billing in the manner as established in the contracts with customers.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

11. CONTRACT ASSETS/(LIABILITIES) (CONT'D)

Contract Liabilities

	The Group	
	2025 RM'000	2024 RM'000
At 1 January	(150)	-
Performance obligations performed	157	-
Amounts billed for unfulfilled performance obligations	(48)	(150)
At 31 December	(41)	(150)
Represented by:		
- Installation of solar PV systems	(41)	(150)

- (a) The contract liabilities primarily relate to advances received from customers to install solar PV systems. The amount will be recognised as revenue when the performance obligations are satisfied.
- (b) The transaction price allocated to unsatisfied performance obligations as at the reporting date are as below:-

	The Group	
	2025 RM'000	2024 RM'000
<u>Installation of solar PV systems</u>		
Within 1 year	197	262

The amounts disclosed above do not have variable consideration.

12. AMOUNT OWING BY SUBSIDIARIES

	The Company	
	2025 RM'000	2024 RM'000
<u>Current</u>		
Non-trade balance	12,007	-

- (a) The non-trade balance represents unsecured payments made on behalf. The amount owing is repayable on demand and is to be settled in cash.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

13. AMOUNTS OWING BY/(TO) RELATED PARTIES

	The Group		The Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Amount owing by Related Parties				
<u>Current</u>				
Trade balance	74	-	-	-
Non-trade balance	52	1	-	-
	<u>126</u>	<u>1</u>	<u>-</u>	<u>-</u>
Allowance for impairment losses:-				
At 1 January	-	(7)	-	-
Reversal during the financial year (Note 25)	-	7	-	-
At 31 December	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Amount owing to Related Parties				
<u>Current</u>				
Non-trade balance	<u>(64)</u>	<u>(56)</u>	<u>-</u>	<u>(243)</u>

- (a) In the previous financial year, the Company had an amount owing to Express Mission Sdn. Bhd. ("EMSB") as a related party. During the current financial year, the Company completed the acquisition of EMSB, which is now a subsidiary, as disclosed in Note 5(a) to the financial statements.
- (b) Related parties refer to companies in which a director has substantial financial interests.
- (c) The trade balance is subject to credit terms ranging from 30 to 90 (31.12.2024 - 30 to 90) days.
- (d) The non-trade balances represent unsecured payments made on behalf. The amounts owing are repayable on demand and are to be settled in cash.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

14. SHORT-TERM INVESTMENT

	The Group		The Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Money market fund, at fair value (Note 30(c))	15,130	-	15,130	-

The money market fund represents investment in highly liquid money market instruments and deposits with a financial institution in Malaysia which are redeemable with one (1) day notice at known amounts of cash and are subject to an insignificant risk of changes in value.

15. FIXED DEPOSITS WITH LICENSED BANKS

- (a) The fixed deposits with licensed banks of the Group at the end of the reporting period bore effective interest rates ranging from 1.95% to 2% (2024 - 2.45% to 2.55%) per annum. The fixed deposits have maturity periods of 3 (2024 - 3) months for the Group.
- (b) Included in the fixed deposits with licensed banks of the Group at the end of the reporting period is an amount of RM1,165,893 (2024 - RM1,112,256) which has been pledged to licensed banks as security for banking facilities granted to the Group.

16. SHARE CAPITAL AND INVESTED CAPITAL

Share capital

	The Group/The Company		The Group/The Company	
	2025	2024	2025	2024
	Number of Shares ('000)		RM'000	RM'000
Issued and Fully Paid-Up				
Ordinary Shares				
At 1 January	1	1	1	1
Issuance of shares for the acquisition of a subsidiary	754,448	-	33,950	-
Issuance of shares pursuant to an initial public offering	180,000	-	36,000	-
Share issuance expenses	-	-	(724)	-
At 31 December	934,449	1	69,227	1

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

16. SHARE CAPITAL AND INVESTED CAPITAL (CONT'D)

Share capital (Cont'd)

- (a) The holders of ordinary shares are entitled to receive dividends as and when declared by the Company and are entitled to one vote per ordinary share at meetings of the Company. The ordinary shares have no par value.
- (b) During the financial year, the Company increased its issued and paid-up share capital from RM1,000 to RM69,226,754 by way of:-
- Issuance of 754,448,089 new ordinary shares at RM0.045 each, as consideration for the acquisition of 1,000,000 ordinary shares in Express Mission Sdn. Bhd.; and
 - Issuance of 180,000,000 new ordinary shares at an issue price of RM0.20 each in conjunction with the initial public offering on the ACE Market of Bursa Malaysia Securities Berhad for a total cash consideration of RM36,000,000. The listing expenses arising from the issuance of new ordinary shares amounting to RM724,410 were offset against share capital of the Company.

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

Invested Capital

	The Group		The Group	
	2025	2024	2025	2024
	Number of Shares ('000)		RM'000	
Issued and Fully Paid-Up				
Ordinary Shares				
At 1 January	1,000	1,000	1,000	1,000
Effect of acquisition of a subsidiary	(1,000)	-	(1,000)	-
At 31 December	<u>-</u>	<u>1,000</u>	<u>-</u>	<u>1,000</u>

- (a) The total number of ordinary shares as at 31 December 2024 and 1 January 2025 represent the number of issued and fully paid-up ordinary shares of EMSB.

17. MERGER DEFICIT

The merger deficit relates to a subsidiary which was consolidated under the merger method of accounting.

The merger deficit arose from the difference between the nominal value of shares issued for the acquisition of the subsidiary and the nominal value of the shares acquired.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

18. LEASE LIABILITIES

	The Group	
	2025 RM'000	2024 RM'000
At 1 January	524	586
Additions (Notes 7 and 30(a))	304	299
Changes due to lease modification (Notes 7 and 30(b))	7	19
Derecognition due to lease modification (Note 30(b))	-	(105)
Interest expense recognised in profit or loss (Note 26)	20	22
Repayment of principal	(347)	(275)
Repayment of interest expense	(20)	(22)
	<hr/>	<hr/>
At 31 December	488	524
	<hr/>	<hr/>
Analysed by:-		
Current liabilities	314	312
Non-current liabilities	174	212
	<hr/>	<hr/>
	488	524
	<hr/>	<hr/>

19. BORROWINGS

	The Group	
	2025 RM'000	2024 RM'000
Non-current liabilities		
Term loans (secured)	13,475	6,732
Hire purchase payables	277	106
	<hr/>	<hr/>
	13,752	6,838
	<hr/>	<hr/>
Current liabilities		
Term loans (secured)	140	234
Hire purchase payables	137	85
	<hr/>	<hr/>
	277	319
	<hr/>	<hr/>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

19. BORROWINGS (CONT'D)

(a) The term loans are secured by:-

- (i) a single-storey semi-detached factory with a store, 3 storey offices and basement known as Building 1 located at PT 88023, Kawasan Perindustrian Meru Timur, Mukim Kapar, Klang, Selangor;
- (ii) a single-storey semi-detached factory with a store, 3 storey offices and basement known as Building 2 located at PT 88022, Kawasan Perindustrian Meru Timur, Mukim Kapar, Klang, Selangor;
- (iii) a guarantee by Syarikat Jaminan Pembiayaan Perniagaan Bhd under BizJamin Special Relief Facility-I; and
- (iv) a joint and several guarantee by certain directors of the Group.

(b) The interest rate profiles of the borrowings are summarised below:-

	2025 %	2024 %
Floating/Fixed rate term loans	3.50 - 5.67	3.50 - 5.67
Fixed rate hire purchase payables	2.34 - 3.34	2.59 - 3.63

20. DEFERRED TAX LIABILITIES

	At 1.1.2025 RM'000	Recognised in Profit or Loss (Note 27) RM'000	At 31.12.2025 RM'000
The Group			
2025			
<i>Deferred Tax Liabilities</i>			
Plant and equipment	(3,189)	(247)	(3,436)
Right-of-use assets	5	(6)	(1)
	(3,184)	(253)	(3,437)
<i>Deferred Tax Assets</i>			
Provisions	80	14	94
	(3,104)	(239)	(3,343)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

20. DEFERRED TAX LIABILITIES (CONT'D)

	At 1.1.2024 RM'000	Recognised in Profit or Loss (Note 27) RM'000	At 31.12.2024 RM'000
The Group			
2024			
<i>Deferred Tax Liabilities</i>			
Plant and equipment	(2,834)	(355)	(3,189)
Right-of-use assets	6	(1)	5
	<hr style="width: 100%;"/>	<hr style="width: 100%;"/>	<hr style="width: 100%;"/>
	(2,828)	(356)	(3,184)
<i>Deferred Tax Assets</i>			
Provisions	87	(7)	80
	<hr style="width: 100%;"/>	<hr style="width: 100%;"/>	<hr style="width: 100%;"/>
	(2,741)	(363)	(3,104)
	<hr style="width: 100%;"/>	<hr style="width: 100%;"/>	<hr style="width: 100%;"/>

21. TRADE PAYABLES

The normal trade credit terms granted to the Group range from 7 to 90 (31.12.2024 - 7 to 90) days.

22. OTHER PAYABLES AND ACCRUALS

	The Group		The Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Other payables	846	262	15	-
Accruals	2,864	1,372	114	6
	<hr style="width: 100%;"/>	<hr style="width: 100%;"/>	<hr style="width: 100%;"/>	<hr style="width: 100%;"/>
	3,710	1,634	129	6
	<hr style="width: 100%;"/>	<hr style="width: 100%;"/>	<hr style="width: 100%;"/>	<hr style="width: 100%;"/>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

23. DIVIDEND PAYABLE

	The Group	
	2025 RM'000	2024 RM'000
Second interim dividend of RM7.00 per ordinary share in respect of the financial year ended 31 December 2024	-	7,000

24. REVENUE

	The Group	
	2025 RM'000	2024 RM'000
Revenue from Contracts with Customers		
<u>Recognised over time</u>		
Hiring of generator sets	52,905	70,138
Installation of solar PV systems	1,500	29
	54,405	70,167
<u>Recognised at a point in time</u>		
Sale of generator sets	550	-
Sale of solar panels	328	-
	878	-
	55,283	70,167
Represented by geographical market:- Malaysia	55,283	70,167

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

25. NET IMPAIRMENT GAIN/(LOSSES) ON FINANCIAL ASSETS

	The Group	
	2025 RM'000	2024 RM'000
Impairment losses:		
- trade receivables (Note 9)	(13)	(136)
Reversal of impairment losses:		
- trade receivables (Note 9)	112	-
- amounts owing by related parties (Note 13)	-	7
	99	(129)

26. PROFIT/(LOSS) BEFORE TAXATION

	The Group		The Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Profit before taxation is arrived at after charging/(crediting):-				
Auditors' remuneration				
- audit fees	120	41	40	3
- non-audit fees	8	-	8	-
- special audit fees	20	39	2	3
Bad debt written off	57	-	-	-
Depreciation:				
- property, plant and equipment (Note 6)	3,924	3,397	-	-
- right-of-use assets (Note 7)	341	274	-	-
Directors' remuneration (Note 31(a)):				
- short-term employee benefits	852	513	260	130
- defined contribution benefits	66	27	-	-
- others	2	2	-	-
Interest expense on financial liabilities that are not at fair value through profit or loss:				
- bank overdrafts	35	11	-	-
- term loans (Note 30(b))	667	98	-	-
- hire purchase (Note 30(b))	9	14	-	-
Interest expense on lease liabilities (Note 30(b))	20	22	-	-

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

26. PROFIT/(LOSS) BEFORE TAXATION (CONT'D)

	The Group		The Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Profit before taxation is arrived at after charging/(crediting):- (Cont'd)				
Lease expense:				
- short-term leases	434	509	-	-
Listing expenses	2,218	69	1,247	69
Realised loss on foreign exchange	10	-	-	-
Staff costs (including key management personnel as disclosed in Note 31(b)):				
- short-term employee benefits	7,782	6,469	-	-
- defined contribution benefits	690	473	-	-
- others	129	94	-	-
Fair value gain on financial assets measured at fair value through profit or loss mandatorily:				
- short-term investment	(130)	-	(130)	-
Gain on disposal of property, plant and equipment	(148)	(56)	-	-
Gain on lease modification (Notes 7 and 18)	-	(2)	-	-
Interest income on financial assets measured at amortised cost:				
- current accounts	(162)	(61)	(102)	-
- fixed deposits with licensed banks	(21)	(19)	-	-
- others	-	(1)	-	-

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

27. INCOME TAX EXPENSE

	The Group		The Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Current tax expense:				
- current financial year	3,752	5,534	25	-
- underprovision in the previous financial year	211	504	-	-
	3,963	6,038	25	-
Deferred tax (Note 20):				
- origination and reversal of temporary differences	243	285	-	-
- (over)/underprovision in the previous financial year	(4)	78	-	-
	239	363	-	-
	4,202	6,401	25	-

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

	The Group		The Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Profit/(Loss) before taxation	14,200	22,997	(821)	(236)
Tax at the statutory tax rate of 24% (2024 - 24%)	3,408	5,519	(197)	(57)
Tax effects of:-				
Non-deductible expenses	618	300	253	57
Non-taxable income	(31)	#	(31)	-
Under/(Over) provision in the previous financial year:				
- current tax	211	504	-	-
- deferred tax	(4)	78	-	-
	4,202	6,401	25	-

Domestic income tax is calculated at the Malaysian statutory tax rate of 24% (2024 - 24%) of the estimated assessable profit for the financial year.

The amount is less than one thousand.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

28. EARNINGS PER SHARE

The basic earnings per share is calculated by dividing the consolidated profit attributable to owners of the Company by the weighted average number of ordinary shares outstanding during the financial year, as follows:-

	The Group	
	2025	2024
Profit attributable to owners of the Company (RM'000)	9,998	16,596
Weighted average number of ordinary shares:-		
Issued ordinary shares at 1 January	754,449	1
Effect of new ordinary shares issued	180,000	754,448
Weighted average number of ordinary shares at 31 December	804,257	754,449*
Basic earnings per share (sen)	1.24	2.20

* *In determining the weighted average number of ordinary shares issued by the Company, the ordinary shares issued pursuant to acquisition of a subsidiary were accounted for under the merger accounting method and treated as if they had been in issue since the beginning of the earliest comparative period.*

The Company has not issued any dilutive potential ordinary shares and hence, the diluted earnings per share is equal to the basic earnings per share.

29. DIVIDENDS

	The Group	
	2025 RM'000	2024 RM'000
In respect of the financial year ended 31 December 2024		
- First interim dividend of RM1.00 per ordinary share	-	1,000
- Second interim dividend of RM7.00 per ordinary share	-	7,000
In respect of the financial year ended 31 December 2025		
- First interim dividend of RM1.00 per ordinary share	1,000	-
- Second interim dividend of RM4.00 per ordinary share	4,000	-
	5,000	8,000

Dividends were declared and paid by the subsidiary, Express Mission Sdn. Bhd. ("EMSB") to its former shareholder before the completion of the acquisition of EMSB by the Company.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

30. CASH FLOW INFORMATION

- (a) The cash disbursed for the purchase of property, plant and equipment and the addition of right-of-use assets are as follows:-

	The Group	
	2025 RM'000	2024 RM'000
Property, plant and equipment		
Cost of property, plant and equipment purchased (Note 6)	16,405	12,057
Less: Acquired through hire purchase arrangements (Note 30(b))	(432)	-
	15,973	12,057
Right-of-use assets		
Cost of right-of-use assets acquired (Note 7)	304	299
Less: Additions of new lease liabilities (Note 18)	(304)	(299)
	-	-

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)**

30. CASH FLOW INFORMATION (CONT'D)

(b) The reconciliations of liabilities arising from financing activities are as follows:-

The Group 2025	Term Loans RM'000	Hire Purchase Payables RM'000	Lease Liabilities RM'000	Total RM'000
At 1 January	6,966	191	524	7,681
<u>Changes in Financing Cash Flows</u>				
Proceeds from drawdown	6,825	-	-	6,825
Repayment of principal	(215)	(209)	(347)	(771)
Repayment of interests	(628)	(9)	(20)	(657)
	5,982	(218)	(367)	5,397
<u>Other Changes</u>				
Acquisition of new lease (Notes 7 and 30(a))	-	-	304	304
Acquisition of property, plant and equipment through hire purchase arrangements (Note 30(a))	-	432	-	432
Changes due to lease modification (Notes 7 and 18)	-	-	7	7
Interest expense recognised in profit or loss (Note 26)	667	9	20	696
	667	441	331	1,439
At 31 December	13,615	414	488	14,517

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

30. CASH FLOW INFORMATION (CONT'D)

(b) The reconciliations of liabilities arising from financing activities are as follows:- (Cont'd)

The Group 2024	Term Loans RM'000	Hire Purchase Payables RM'000	Lease Liabilities RM'000	Total RM'000
At 1 January	501	270	586	1,357
<u>Changes in Financing Cash Flows</u>				
Proceeds from drawdown	6,650	-	-	6,650
Repayment of principal	(208)	(79)	(275)	(562)
Repayment of interests	(75)	(14)	(22)	(111)
	6,367	(93)	(297)	5,977
<u>Other Changes</u>				
Acquisition of new lease (Notes 7 and 30(a))	-	-	299	299
Changes due to lease modification (Notes 7 and 18)	-	-	19	19
Derecognition due to lease modification (Note 18)	-	-	(105)	(105)
Interest expense recognised in profit or loss (Note 26)	98	14	22	134
	98	14	235	347
At 31 December	6,966	191	524	7,681

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

30. CASH FLOW INFORMATION (CONT'D)

(c) The cash and cash equivalents comprise the following:-

	The Group		The Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Fixed deposits with licensed banks (Note 15)	1,166	1,112	-	-
Cash and bank balances	18,750	11,453	7,201	1
Money market funds (Note 14)	15,130	-	15,130	-
	<u>35,046</u>	<u>12,565</u>	<u>22,331</u>	<u>1</u>
Less: Fixed deposits pledged to licensed banks (Note 15)	(1,166)	(1,112)	-	-
	<u>33,880</u>	<u>11,453</u>	<u>22,331</u>	<u>1</u>

31. KEY MANAGEMENT PERSONNEL COMPENSATION

The key management personnel of the Group and of the Company include executive directors and non-executive directors of the Company and certain members of senior management of the Group and of the Company.

The key management personnel compensation during the financial year are as follows:-

(a) Directors

	The Group		The Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Short-term employee benefits:				
- fees	252	126	252	126
- salaries, bonuses and other benefits	600	387	8	4
	<u>852</u>	<u>513</u>	<u>260</u>	<u>130</u>
Defined contribution benefits	66	27	-	-
Others	2	2	-	-
	<u>920</u>	<u>542</u>	<u>260</u>	<u>130</u>
Total directors' remuneration (Note 26)	<u>920</u>	<u>542</u>	<u>260</u>	<u>130</u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

31. KEY MANAGEMENT PERSONNEL COMPENSATION (CONT'D)

(b) Other Key Management Personnel

	The Group		The Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Short-term employee benefits:				
- salaries and bonus	134	633	-	-
Defined contribution benefits	16	54	-	-
Others	1	5	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
Total compensation for other key management personnel (Note 26)	151	692	-	-
	<hr/>	<hr/>	<hr/>	<hr/>

32. RELATED PARTY DISCLOSURES

(a) **Subsidiaries**

The subsidiaries are disclosed in Note 5 to the financial statements.

(b) **Significant Related Party Transactions**

Other than those disclosed elsewhere in the financial statements, the Group and the Company also carried out the following significant transactions with the related parties during the financial year:-

	The Group		The Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Insurance brokerage fees paid or payable to a related party	(211)	(345)	-	-
Purchase of property from a related party	(6,825)	(4,200)	-	-
Renting of generator sets to related parties	183	75	-	-
Rental of motor vehicle paid or payable to a related party	-	9	-	-
	<hr/>	<hr/>	<hr/>	<hr/>

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

32. RELATED PARTY DISCLOSURES (CONT'D)

(b) Significant Related Party Transactions (Cont'd)

Other than those disclosed elsewhere in the financial statements, the Group and the Company also carried out the following significant transactions with the related parties during the financial year:-

	The Group		The Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Short-term leases paid or payable to related parties	(424)	(350)	-	-
Servicing of fire extinguishers paid or payable to a related party	-	2	-	-
Supply of fire extinguishers paid or payable to a related party	-	2	-	-
	<u>-</u>	<u>2</u>	<u>-</u>	<u>-</u>

The outstanding balances of the related parties (including the allowance for impairment loss made) together with their terms and conditions are disclosed in the respective notes to the financial statements.

33. OPERATING SEGMENTS

Operating segments are prepared in a manner consistent with the internal reporting provided to the Board of Directors as its chief operating decision maker in order to allocate resources to segments and to assess their performance on a quarterly basis. For management purposes, the Group is organised into business units based on services provided.

The Group is organised into 2 main reportable segments as follows:-

- (i) Generator rental services - involve providing power solutions for emergency, planned maintenance, standby service, construction sites, outdoor events, and other temporary power needs.
- (ii) Solar PV solutions - involve installation of solar PV systems and related services to customer, including residential and commercial.

The other non-reportable segment comprises operations related to the investment holding. This segment did not meet the quantitative threshold for a reportable segment in the years 2025 and 2024.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

33. OPERATING SEGMENTS (CONT'D)

The Board of Directors assesses the performance of the reportable segments based on their operating income before finance cost.

Segment assets and liabilities information are not provided to the Board of Directors. Hence, no disclosure is made on segment assets and liabilities.

33.1 BUSINESS SEGMENT

	Generator Rental Services RM'000	Solar PV Solutions RM'000	Total RM'000
2025			
Revenue			
External revenue	53,455	1,828	55,283
Result			
Segment profit/(loss)	16,120	(368)	15,752
Finance cost	(731)	-	(731)
Profit before taxation			<u>15,021</u>
<u>Other information</u>			
Depreciation			
- property, plant and equipment			3,924
- right-of-use assets			341
Gain on disposal of property, plant and equipment			(148)
Impairment losses on trade receivables			13
Reversal of impairment of trade receivables			(112)
Interest income			(81)
Interest expenses			<u>731</u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

33. OPERATING SEGMENTS (CONT'D)

33.1 BUSINESS SEGMENT (CONT'D)

	Generator Rental Services RM'000	Solar PV Solutions RM'000	Total RM'000
2024			
Revenue			
External revenue	70,138	29	70,167
Result			
Segment profit/(loss)	23,678	(300)	23,378
Finance cost	(145)	-	(145)
Profit before taxation			<u>23,233</u>
<u>Other information</u>			
Depreciation			
- property, plant and equipment			3,397
- right-of-use assets			274
Gain on disposal of property, plant and equipment			(56)
Impairment losses on trade receivables			136
Reversal of impairment of related parties			(7)
Interest income			(81)
Interest expenses			<u>145</u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

33. OPERATING SEGMENTS (CONT'D)

33.1 BUSINESS SEGMENT (CONT'D)

Reconciliation of reportable segment profit or loss and other material items:-

	Total Reportable Segments RM'000	Other Non- Reportable Segment RM'000	The Group RM'000
2025			
Segment profit/(loss)	15,752	(821)	14,931
Finance cost	(731)	-	(731)
Profit/(loss) before taxation	<u>15,021</u>	<u>(821)</u>	<u>14,200</u>
<u>Other information</u>			
Interest income	(81)	(102)	(183)
2024			
Segment profit/(loss)	23,378	(236)	23,142
Finance cost	(145)	-	(145)
Profit/(loss) before taxation	<u>23,233</u>	<u>(236)</u>	<u>22,997</u>

33.2 GEOGRAPHICAL INFORMATION

Revenue is based on the country in which customers are located.

The Group operates in Malaysia. Accordingly, the information by geographical segment is not presented.

33.3 MAJOR CUSTOMERS

The following are major customers with revenue equal to or more than 10% of the Group's total revenue:-

	Revenue		Segment
	2025 RM'000	2024 RM'000	
Customer A	16,200	19,169	Generator rental services
Customer B	14,098	15,788	Generator rental services
Customer C	9,951	26,961	Generator rental services

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

34. CAPITAL COMMITMENTS

	The Group	
	2025 RM'000	2024 RM'000
In respect of purchase of property, plant and equipment:		
Approved and contracted for	3,021	7,350
Approved and not contracted for	18,186	-
	<hr/>	<hr/>

35. CONTINGENT LIABILITY

No provision is recognised on the following matter as it is not probable that a future sacrifice of economic benefits will be required or the amount is not capable of reliable measurement:-

	The Group	
	2025 RM'000	2024 RM'000
Bank guarantee extended to a third party supplier	120	275
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

36. FINANCIAL INSTRUMENTS

The Group's activities are exposed to a variety of market risk (including foreign currency risk, interest rate risk and equity price risk), credit risk and liquidity risk. The Group's overall financial risk management policy focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Group's financial performance.

36.1 FINANCIAL RISK MANAGEMENT POLICIES

The Group's policies in respect of the major areas of treasury activity are as follows:-

(a) Market Risk

(i) Foreign Currency Risk

The Group has transactions but does not have any balances denominated in foreign currencies and hence, is not exposed to foreign currency risk.

(ii) Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Group's exposure to interest rate risk arises mainly from long-term borrowings with variable rates. The Group's policy is to obtain the most favourable interest rates available and by maintaining a balanced portfolio mix of fixed and floating rate borrowings.

The Group's fixed rate borrowings and fixed deposits with licensed banks are carried at amortised cost. Therefore, they are not subject to interest rate risk as defined in MFRS 7 since neither the carrying amount nor the future cash flows will fluctuate because of a change in market interest rates.

The exposure to interest rate risk based on the carrying amounts of the financial instruments at the end of the reporting period is disclosed in Notes 18 and 19 to the financial statements.

Any reasonably possible change in the interest rates of floating rate term loans at the end of the reporting period does not have a material impact on the profit after taxation and equity of the Group and hence, no sensitivity analysis is presented.

(iii) Equity Price Risk

The Group does not have any quoted investments and hence, is not exposed to equity price risk.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

36. FINANCIAL INSTRUMENTS (CONT'D)

36.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk

The exposure to credit risk, or the risk of counterparties defaulting, arises mainly from trade and other receivables. The Group manages its exposure to credit risk by the application of credit approvals, credit limits and monitoring procedures on an ongoing basis. For other financial assets (including cash and bank balances), the Group and the Company minimise credit risk by dealing exclusively with high credit rating counterparties.

(i) Credit Risk Concentration Profile

The Group's major concentration of credit risk relates to the amounts owing by 3 (2024 - 4) customers which constituted approximately 76% (2024 - 93%) of its trade receivables and contract assets (including related parties) at the end of the reporting period.

(ii) Maximum Exposure to Credit Risk

At the end of the reporting period, the maximum exposure to credit risk is represented by the carrying amount of each class of financial assets recognised in the statement of financial position of the Group and of the Company after deducting any allowance for impairment losses (where applicable).

(iii) Assessment of Impairment Losses

The Group has a formal credit policy in place and the exposure to credit risk is monitored on an on-going basis through periodic review of the ageing of the trade receivables. The Group closely monitors the trade receivables' financial strength to reduce the risk of loss.

At each reporting date, the Group assesses whether any of the financial assets at amortised cost and contract assets are credit impaired.

The gross carrying amounts of those financial assets are written off when there is no reasonable expectation of recovery (i.e. the debtor does not have assets or sources of income to generate sufficient cash flows to repay the debt) despite the fact they are still subject to enforcement activities.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

36. FINANCIAL INSTRUMENTS (CONT'D)

36.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

A financial asset is credit impaired when any of the following events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred:

- Significant financial difficulty of the receivable;
- A breach of contract, such as a default or past due event;
- Restructuring of a debt in relation to the receivable's financial difficulty; and
- It is becoming probable that the receivable will enter bankruptcy or other financial reorganisation.

The Group considers a receivable to be in default when the receivable is unlikely to repay its debt to the Group in full or is more than 180 days past due unless the Group have reasonable and supportable information to demonstrate that a more a lagging default criterion is more appropriate.

Trade Receivables and Contract Assets

The Group applies the simplified approach to measure expected credit losses which uses a lifetime expected loss allowance for all trade receivables and contract assets.

Inputs, Assumptions and Techniques used for Estimating Impairment Losses

To measure the expected credit losses, trade receivables (including related parties) and contract assets have been grouped based on shared credit risk characteristics and the days past due. The contract assets related to unbilled work in progress and have substantially the same risk characteristics as the trade receivables for the same types of contracts. Therefore, the Group concluded that the expected loss rates for trade receivables are a reasonable approximation of the loss rates for the contract assets.

The Group measures the expected credit losses of certain major customers, trade receivables that are credit impaired and trade receivables with a high risk of default on an individual basis.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

36. FINANCIAL INSTRUMENTS (CONT'D)

36.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Trade Receivables and Contract Assets (Cont'd)

The expected loss rates are based on the payment profiles of sales over 12 months (2024 - 12 months) before the reporting date and the corresponding historical credit losses experienced within this period. The historical loss rates were not adjusted to reflect forward-looking information on macroeconomic factors affecting the ability of the trade receivables to settle their debts as the Group has not identified any forward-looking assumptions which correlate to the historical loss rates.

There are no significant changes in the estimation techniques and assumptions as compared to the previous financial year.

Allowance for Impairment Losses

The information about the credit exposure and loss allowances recognised for trade receivables and contract assets are as follows:-

	Gross Amount RM'000	Lifetime Individual Allowance RM'000	Lifetime Collective Allowance RM'000	Carrying Amount RM'000
The Group				
2025				
Current (not past due)	7,839	-	(43)	7,796
1 to 30 days past due	2,401	-	(51)	2,350
31 to 60 days past due	2,002	-	(82)	1,920
61 to 90 days past due	512	-	(48)	464
91 to 120 days past due	1,182	-	(77)	1,105
121 to 180 days past due	7	-	(6)	1
More than 180 days past due	83	(83)	-	-
Trade receivables	14,026	(83)	(307)	13,636
Contract assets	54	-	-	54
	14,080	(83)	(307)	13,690

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

36. FINANCIAL INSTRUMENTS (CONT'D)

36.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Trade Receivables and Contract Assets (Cont'd)

Allowance for Impairment Losses (Cont'd)

The Group	Gross Amount RM'000	Lifetime Collective Allowance RM'000	Carrying Amount RM'000
2024			
Current (not past due)	6,732	(34)	6,698
1 to 30 days past due	2,140	(41)	2,099
31 to 60 days past due	2,659	(71)	2,588
61 to 90 days past due	429	(114)	315
91 to 120 days past due	14	(6)	8
121 to 180 days past due	14	(9)	5
More than 180 days past due	214	(214)	-
Trade receivables	12,202	(489)	11,713

The movement in the loss allowances in respect of trade receivables and contract assets are disclosed in Notes 9 and 11 to the financial statements respectively.

Trade receivables and contract assets that are individually determined to be impaired relate to debtors who are in significant financial difficulties and have defaulted on payments. These debtors are not secured by any collateral or credit enhancements.

Trade receivables and contract assets that are collectively determined to be impaired relate to expected credit losses measured based on the Group's observed default rates.

There has been no significant change in the gross amounts of trade receivables and contract assets that has impacted the allowance for impairment losses.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

36. FINANCIAL INSTRUMENTS (CONT'D)

36.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Other Receivables, Amount Owing by Related Parties and Amount Owing by Subsidiaries (Non-trade Balances)

The Group and the Company apply the 3-stage general approach to measuring expected credit losses for its other receivables, amount owing by related parties and amount owing by subsidiaries.

Under this approach, loss allowance is measured on either 12-month expected credit losses or lifetime expected credit losses, by considering the likelihood that the receivable would not be able to repay during the contractual period (probability of default, PD), the percentage of contractual cash flows that will not be collected if default happens (loss given default, LGD) and the outstanding amount that is exposed to default risk (exposure at default, EAD).

In deriving the PD and LGD, the Group and the Company consider the receivable's past payment status and its financial condition as at the reporting date. The PD is adjusted to reflect the current and forward-looking information on macroeconomic factors affecting the ability of the receivable to settle its debts.

Allowance for Impairment Losses

At the end of the reporting period, there was no indication that the balances were not recoverable.

Fixed Deposits with Licensed Banks, Cash and Bank Balances

The Group and the Company consider the licensed banks have low credit risks. In addition, some of the bank balances are insured by Government agencies. Therefore, the Group and the Company are of the view that the loss allowance is immaterial and hence, it is not provided for.

(c) Liquidity Risk

Liquidity risk arises mainly from general funding and business activities. The Group and the Company practice prudent risk management by maintaining sufficient cash balances and the availability of funding through certain committed credit facilities.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

36. FINANCIAL INSTRUMENTS (CONT'D)

36.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(c) Liquidity Risk (Cont'd)

Maturity Analysis

The following table sets out the maturity profile of the financial liabilities at the end of the reporting period based on contractual undiscounted cash flows (including interest payments computed using contractual rates or, if floating, based on the rates at the end of the reporting period):-

The Group	Contractual Interest Rate %	Carrying Amount RM'000	Contractual Undiscounted Cash Flows RM'000	Within 1 Year RM'000	1 - 5 Years RM'000
2025					
<u>Non-derivative Financial Liabilities</u>					
Trade payables	-	2,503	2,503	2,503	-
Other payables and accruals	-	3,710	3,710	3,710	-
Amount owing to related parties	-	64	64	64	-
Lease liabilities	4.15	488	507	327	180
Term loans	3.50 - 5.67	13,615	13,617	142	13,475
Hire purchase payables	2.34 - 3.34	414	449	157	292
		20,794	20,850	6,903	13,947

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

FINANCIAL INSTRUMENTS (CONT'D)

36.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(c) **Liquidity Risk (Cont'd)**

Maturity Analysis (Cont'd)

The following table sets out the maturity profile of the financial liabilities at the end of the reporting period based on contractual undiscounted cash flows (including interest payments computed using contractual rates or, if floating, based on the rates at the end of the reporting period):- (Cont'd)

The Group	Contractual Interest Rate %	Carrying Amount RM'000	Contractual Undiscounted Cash Flows RM'000	Within 1 Year RM'000	1 - 5 Years RM'000
2024					
<u>Non-derivative Financial Liabilities</u>					
Trade payables	-	3,887	3,887	3,887	-
Other payables and accruals	-	1,634	1,634	1,634	-
Amount owing to related parties	-	56	56	56	-
Lease liabilities	4.15	524	544	328	216
Term loans	3.50 - 5.67	6,966	6,978	245	6,733
Hire purchase payables	2.59 - 3.63	191	204	94	110
Dividend payable	-	7,000	7,000	7,000	-
		20,258	20,303	13,244	7,059

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

36. FINANCIAL INSTRUMENTS (CONT'D)

36.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(c) Liquidity Risk (Cont'd)

Maturity Analysis (Cont'd)

The following table sets out the maturity profile of the financial liabilities at the end of the reporting period based on contractual undiscounted cash flows (including interest payments computed using contractual rates or, if floating, based on the rates at the end of the reporting period):- (Cont'd)

The Company	Contractual Interest Rate %	Carrying Amount RM	Contractual Undiscounted Cash Flows RM	Within 1 Year RM
2025				
<u>Non-derivative Financial Liabilities</u>				
Other payables and accruals	-	129	129	129
2024				
<u>Non-derivative Financial Liabilities</u>				
Other payables and accruals	-	6	6	6
Amount owing to related parties	-	243	243	243
		249	249	249

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

36. FINANCIAL INSTRUMENTS (CONT'D)

36.2 CAPITAL RISK MANAGEMENT

The Group and the Company manage their capital to ensure that entities within the Group will be able to maintain an optimal capital structure so as to support their businesses and maximise shareholders' value. To achieve this objective, the Group and the Company may make adjustments to the capital structure in view of changes in economic conditions, such as adjusting the amount of dividend payment, returning of capital to shareholders or issuing new shares.

The Group and the Company manage their capital based on debt-to-equity ratio that complies with debt covenants and regulatory requirements, if any. The debt-to-equity ratio is calculated as net debt divided by total equity.

The debt-to-equity ratio of the Group and the Company at the end of the reporting period was as follows:-

	The Group		The Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Lease liabilities (Note 18)	488	524	-	-
Term loans (Note 19)	13,615	6,966	-	-
Hire purchase payables (Note 19)	414	191	-	-
	<u>14,517</u>	<u>7,681</u>	<u>-</u>	<u>-</u>
Less: Cash and cash equivalents (Note 30(c))	(33,880)	(11,453)	(22,331)	(1)
Net cash	<u>(19,363)</u>	<u>(3,772)</u>	<u>(22,331)</u>	<u>(1)</u>
Total equity	<u>77,555</u>	<u>37,281</u>	<u>68,136</u>	<u>(244)</u>
Debt-to-equity ratio	<u>^</u>	<u>^</u>	<u>^</u>	<u>^</u>

^ Not applicable as the Group's and the Company's cash and cash equivalents exceed their borrowings.

There was no change in the approach to capital management during the financial year.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

36. FINANCIAL INSTRUMENTS (CONT'D)

36.3 CLASSIFICATION OF FINANCIAL INSTRUMENTS

	2025	
	The Group RM'000	The Company RM'000
Financial Assets		
<u>Fair Value Through Profit or Loss</u>		
Short-term investment (Note 14)	15,130	15,130
<u>Amortised Cost</u>		
Trade receivables (Note 9)	13,636	-
Other receivables (Note 10)	8	-
Amount owing by subsidiaries (Note 12)	-	12,007
Amount owing by related parties (Note 13)	126	-
Fixed deposits with licensed banks (Note 15)	1,166	-
Cash and bank balances	18,750	7,201
	48,816	34,338
Financial Liabilities		
<u>Amortised Cost</u>		
Trade payables (Note 21)	2,503	-
Other payables and accruals (Note 22)	3,710	129
Amount owing to related parties (Note 13)	64	-
Term loans (Note 19)	13,615	-
Hire purchase payables (Notes 19)	414	-
	20,306	129

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

36. FINANCIAL INSTRUMENTS (CONT'D)

36.3 CLASSIFICATION OF FINANCIAL INSTRUMENTS (CONT'D)

	2024	
	The Group RM'000	The Company RM'000
Financial Assets		
<u>Amortised Cost</u>		
Trade receivables (Note 9)	11,713	-
Other receivables (Note 10)	11	-
Amount owing by related parties (Note 13)	1	-
Fixed deposits with licensed banks (Note 15)	1,112	-
Cash and bank balances	11,453	1
	24,290	1
Financial Liabilities		
<u>Amortised Cost</u>		
Trade payables (Note 21)	3,887	-
Other payables and accruals (Note 22)	1,634	6
Amount owing to related parties (Note 13)	56	243
Term loans (Note 19)	6,966	-
Hire purchase payables (Note 19)	191	-
Dividend payable (Note 23)	7,000	-
	19,734	249

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

36. FINANCIAL INSTRUMENTS (CONT'D)

36.4 GAINS OR LOSSES ARISING FROM FINANCIAL INSTRUMENTS

	2025	
	The Group RM'000	The Company RM'000
Financial Assets		
<u>Fair Value Through Profit or Loss</u>		
Net gains recognised in profit or loss - mandatorily required by MFRS 9	(130)	(130)
	<hr/>	<hr/>
<u>Amortised Cost</u>		
Net gains recognised in profit or loss	(170)	(102)
	<hr/>	<hr/>
Financial Liabilities		
<u>Amortised Cost</u>		
Net loss recognised in profit or loss	732	-
	<hr/>	<hr/>
	2024	
	The Group RM'000	The Company RM'000
Financial Assets		
<u>Amortised Cost</u>		
Net loss recognised in profit or loss	48	-
	<hr/>	<hr/>
Financial Liabilities		
<u>Amortised Cost</u>		
Net loss recognised in profit or loss	123	-
	<hr/>	<hr/>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)**

36. FINANCIAL INSTRUMENTS (CONT'D)

36.5 FAIR VALUE INFORMATION

The fair values of the financial assets and financial liabilities of the Group and of the Company which are maturing within the next 12 months approximated their carrying amounts due to the relatively short-term maturity of the financial instruments or repayable on demand terms.

The following table sets out the fair value profile of financial instruments that are carried at fair value and those not carried at fair value at the end of the reporting period:-

	Fair Value of Financial Instruments Carried at Fair Value			Fair Value of Financial Instruments Not Carried at Fair Value			Total Fair Value RM'000	Carrying Amount RM'000
	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000		
The Group/The Company	-	15,130	-	-	-	-	15,130	15,130
2025								
<u>Financial Asset</u>								
Short-term investment: - money market fund	-	15,130	-	-	-	-	15,130	15,130

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

36. FINANCIAL INSTRUMENTS (CONT'D)**36.5 FAIR VALUE INFORMATION (CONT'D)**

The following table sets out the fair value profile of financial instruments that are carried at fair value and those not carried at fair value at the end of the reporting period:- (Cont'd)

The Group	Fair Value of Financial Instruments Carried at Fair Value			Fair Value of Financial Instruments Not Carried at Fair Value			Total Fair Value RM'000	Carrying Amount RM'000
	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000		
2025								
<u>Financial Liabilities</u>								
Term loans:								
- fixed rate	-	-	-	-	78	-	78	78
- floating rate	-	-	-	-	13,537	-	13,537	13,537
Hire purchase payables	-	-	-	-	414	-	414	414
2024								
<u>Financial Liabilities</u>								
Term loans:								
- fixed rate	-	-	-	-	293	-	293	293
- floating rate	-	-	-	-	6,673	-	6,673	6,673
Hire purchase payables	-	-	-	-	191	-	191	191

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

36. FINANCIAL INSTRUMENTS (CONT'D)

36.5 FAIR VALUE INFORMATION (CONT'D)

(a) Fair Value of Financial Instruments Carried at Fair Value

The fair values above have been determined using the following basis:-

- (i) The fair value of money market fund was determined by reference to statements provided by the financial institution, with which the investment was entered into.
- (ii) There were no transfers between level 1 and level 2 during the financial year.

(b) Fair Value of Financial Instruments Not Carried at Fair Value

The fair values, which are for disclosure purposes, have been determined using the following basis:-

- (i) The fair value of the term loans that carry floating interest rates approximated their carrying amounts as they are repriced to market interest rates on or near the reporting date.
- (ii) The fair value of the Group's term loans that carried fixed interest rate is determined by discounting the relevant future contractual cash flows using current market interest rates for similar instruments at the end of the reporting period. The interest rate used to discount the estimated cash flows are as follows:-

	The Group	
	2025	2024
	%	%
Hire purchase payables	2.34 - 3.34	2.59 - 3.63
Fixed rate term loan	3.95	3.50

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONT'D)

37. SIGNIFICANT EVENT DURING THE FINANCIAL YEAR

INITIAL PUBLIC OFFERING (“IPO”)

In conjunction with, and as an integral part of the listing of the Company's shares on the ACE Market of Bursa Malaysia Securities Berhad, the following listing scheme was undertaken by the Company:

- (a) Issuance of 754,448,089 new ordinary shares pursuant to acquisition of a subsidiary, Express Mission Sdn. Bhd. on 20 June 2025.
- (b) Public issue of 180,000,000 new ordinary shares in the Company at an issue price of RM0.20 per share allocated in the following manner on 20 August 2025:-
 - (i) 46,722,600 new shares available for application by the Malaysian public;
 - (ii) 18,688,800 new shares available for application by the eligible directors and employees as well as persons who have contributed to the success of the Group;
 - (iii) 63,193,900 new shares available by way of private placement to selected investors; and
 - (iv) 51,394,700 new shares available by way of private placement to selected Bumiputera investors approved by the Ministry of Investment, Trade and Industry of Malaysia (“MITI”)
- (c) Offer for Sale of 65,411,500 existing shares by way of private placement to selected Bumiputera investors approved by the MITI.

The Company's entire enlarged issued and paid-up share capital comprising 934,449,089 ordinary shares were listed on the ACE Market of Bursa Malaysia Securities Berhad on 24 September 2025.

38. SIGNIFICANT EVENTS OCCURRING AFTER THE REPORTING PERIOD

- (a) On 6 March 2026, the Group incorporated a new subsidiary, PT Express Power Energy (“PT Express”), a company incorporated in the Republic of Indonesia, with an issued and paid-up capital of Rp2,500,000,000 (equivalent to approximately RM584,000), comprising 2,500 shares at Rp1,000,000 each. The Group holds a 99% equity interest in the new subsidiary, which is principally engaged in the provision of generator rental services and other related services.
- (b) On 15 April 2026, PT Express entered into a Joint Cooperation Agreement with PT Triotama Tova Energi to collaborate on a 15 megawatts power generation project in Lombok, Republic of Indonesia.

DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING

Pursuant to Paragraph 9.25A of the ACE Market Listing Requirements below are relevant financial data that are relevant for purpose of Shariah screening by the Shariah Advisory Council of the Securities Commission Malaysia. These include financial data on Shariah non-permissible income arising from the Group's business activities and interest-based financial position.

(a) Group Total Income and Total Assets

Financial year ended 31 December	Remarks	Group	
		2025 RM'000	2024 RM'000
Total Income			
Revenue		55,283	70,167
Other Income		521	145
Interest Income		183	81
Total		55,987	70,393
Total Assets		101,758	62,554

(b) Business Activities

Financial year ended 31 December	Remarks	Group	
		2025 RM'000	2024 RM'000
Shariah Non-Compliant Activities			
Interest income	Conventional	58	61
Total		58	61

(c) Component of Financial Position

(i) Cash Component

Financial year ended 31 December	Remarks	Group	
		2025 RM'000	2024 RM'000
Islamic Account / Instruments			
Cash at bank (exclude cash in hand)		10,413	3,586
Deposits with licensed bank		1,166	1,112
Money market instruments		15,130	-
Total		26,709	4,698
Conventional Account / Instruments			
Cash at bank (exclude cash in hand)		8,274	7,812
Total		8,274	7,812

DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING (CONT'D)

(c) Component of Financial Position (Cont'd)

(ii) Debt Component

Financial year ended 31 December		Group	
		2025	2024
Islamic Financing	Remarks	RM'000	RM'000
Current		N/A	N/A
Non-Current		N/A	N/A
Total		N/A	N/A

		Group	
		2025	2024
Conventional Borrowing	Remarks	RM'000	RM'000
Current			
Term loans		140	234
Hire purchase payables		137	85
Non-Current			
Term loans		13,475	6,732
Hire purchase payables		277	106
Total		14,029	7,157

ADDITIONAL COMPLIANCE INFORMATION

Status of Utilisation of Proceeds

In conjunction with the listing of the Company on the ACE Market on 24 September 2025, the Company had raised gross proceeds of RM36.0 million ("IPO Proceeds"). The status of utilisation of the IPO Proceeds as at 31 March 2026 is set out below:

Details of utilisation of proceeds ⁽¹⁾	Proposed utilisation RM'000	Actual utilisation RM'000	Balance unutilised RM'000	Estimated time frame for use of IPO Proceeds from date of the Listing
Purchase of generators	20,500	(11,575)	8,925	Within 36 months
Repayment of bank borrowings	5,000	(5,000)	-	Within 6 months
Purchase of medium and high voltage equipment	4,058	(1,646)	2,412	Within 36 months
General working capital	2,242	(2,242)	-	Within 24 months
Estimated Listing expenses	4,200	(4,200)	-	Within 3 months
Total	36,000	(24,663)	11,337	

Note:

- (1) Further details of the utilisation of the IPO Proceeds as disclosed above should be read in conjunction with the Prospectus dated 20 August 2025. The unutilised IPO Proceeds of RM11.34 million is placed with licensed banks to generate interest income pending its intended utilisation.

Audit and Non-Audit Fees

During the FYE 2025, the amount of audit fees and non-audit fees paid and payable by the Company and its subsidiaries ("Group") to its External Auditors, Crowe Malaysia PLT are as follows:

	Company RM'000	Group RM'000
Audit fee		
- Audit Fee	40	120
- Special Audit Fees	2	20
Non-audit fees	8	8
Grand total	50	148

ADDITIONAL COMPLIANCE INFORMATION (CONT'D)

Material Contracts

There were no other material contracts entered into by the Group involving the interests of Directors, chief executive and/or major shareholders, either still subsisting at the end of the FYE 2025 or entered into since the end of the previous financial year, save for the following:

No.	Contract	General nature	Consideration	Relationship
1.	Sales and purchase agreement entered into between Wisdom Infinity Sdn Bhd (as developer), Gaharu Ratna Sdn Bhd (as vendor) and Express Mission Sdn Bhd (as purchaser) dated 14 December 2022	Acquisition of a single-storey semi-detached factory with a store, 3 storey offices and basement being constructed on a piece of freehold land	Purchase consideration of RM12.00 million which is to be satisfied in cash instalments as per the progress billing according to the stage of works completed	Lim Cheng Ten is the major shareholder and Director of the Company as well as the Director of Express Mission Sdn Bhd. Lim Cheng Ten is also the director and substantial shareholder of Wisdom Infinity Sdn Bhd and Gaharu Ratna Sdn Bhd.
2.	Sales and purchase agreement entered into between Wisdom Infinity Sdn Bhd (as developer), Gaharu Ratna Sdn Bhd (as vendor) and Express Mission Sdn Bhd (as purchaser) dated 14 December 2022	Acquisition of a single-storey semi-detached factory with a store, 3 storey offices and basement being constructed on a piece of freehold land	Purchase consideration of RM9.00 million which is to be satisfied in cash instalments as per the progress billing according to the stage of works completed	Lim Yu-Jin Miguel, the son of Lim Cheng Ten, is the shareholder of Wisdom Infinity Sdn Bhd. as well as the director and substantial shareholder of Gaharu Ratna Sdn Bhd

Employee Share Scheme

The Company did not establish any Employee Share Scheme and does not have any subsisting Employee Share Scheme during the FYE 2025.

Recurrent Related Party Transactions

During the FYE 2025, there was no material recurrent related party transactions of a revenue or trading nature which requires the Directors to obtain shareholders' approval at a general meeting in compliance with the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad. In the FYE 2025, the recurrent related party transactions of a revenue or trading nature entered into in the ordinary course of business are disclosed in Note 32 to the Audited Financial Statements.

LIST OF PROPERTIES

Address/Title No.	Category of land use/ Tenure	Description / Existing use	Land area/ Built-up area (sq. ft.)	Acquisition Date	Age of Building	Audited NBV as at 31 December 2025 (RM'000)
HS(M) 206971, PT 88023, Mukim Kapar, Tempat of 5th Mile Sg Binjai Road, Klang, Selangor	Industrial/ Freehold	Land and building / Under construction ⁽¹⁾	49,503/ 26,339	14 December 2022	N/A ⁽²⁾	11,700
HS(M) 206970, PT 88022, Mukim Kapar, Tempat of 5th Mile Sg Binjai Road, Klang, Selangor	Industrial/ Freehold	Land and building / Under construction ⁽¹⁾	22,270/ 26,339	14 December 2022	N/A ⁽²⁾	8,775

Notes:

- ⁽¹⁾ The construction work is approximately 97.50% completed and is expected to be completed by 2nd quarter of 2026.
- ⁽²⁾ Not applicable as the buildings are still under construction

ANALYSIS OF SHAREHOLDINGS

AS AT 27 MARCH 2026

SHARE CAPITAL

Total Number of Issued Shares	:	934,449,089 Ordinary Shares
Class of Shares	:	Ordinary Shares
Voting Rights	:	One (1) vote for each ordinary share held

DISTRIBUTION OF SHAREHOLDINGS AS AT 27 MARCH 2026

Size of Shareholdings	No. of Holders	%	No. of Shares	%
1 to 99	0	0.000	0	0.000
100-1,000	385	19.444	196,600	0.021
1,001 to 10,000	613	30.960	3,408,800	0.365
10,001 to 100,000	720	36.364	32,783,600	3.508
100,001 to less than 46,722,453 (*)	261	13.182	207,603,800	22.217
46,722,454 and above (**)	1	0.051	690,456,289	73.889
Total	1,980	100.000	934,449,089	100.000

Notes:

(*) Less than 5% of issued shares.

(**) 5% and above of issued shares.

DIRECTORS' SHAREHOLDINGS AS AT 27 MARCH 2026

Name of Directors	< ----- Direct ----- >		< ----- Indirect ----- >	
	No. of Shares	%	No. of Shares	%
Dato' Mohd Redza Shah Bin Abdul Wahid	424,000	0.045	270,000*	0.029
Lim Cheng Ten	690,456,289	73.889	-	-
Rosli Bin Jonid	-	-	5,000#	0.001
Ir. Abdul Rahman Bin Adam	-	-	-	-
Aun Siew Kuan	324,000	0.035	-	-
Farah Shireen Binti Mohamed Said	324,000	0.035	-	-

Notes:

*Deemed interested by virtue of his sons and daughter in law, Abdul Majid Shah Bin Mohamed Redza Shah, Mohamed Fahim Shah Bin Mohd Redza Shah and Riyana Binti Abdul Razak's direct shareholdings in Express Powerr Solutions (M) Bhd pursuant to Section 59 (11) (c) of the Companies Act 2016.

#Deemed interested by virtue of his son, Muhamad Ali Zulkarnain Bin Rosli's direct shareholding in Express Powerr Solutions (M) Bhd pursuant to Section 59 (11) (c) of the Companies Act 2016.

ANALYSIS OF SHAREHOLDINGS AS AT 27 MARCH 2026 (CONT'D)

SUBSTANTIAL SHAREHOLDERS' SHAREHOLDINGS AS AT 27 MARCH 2026

Name of Shareholder	< ----- Direct ----- >		< ----- Indirect ----- >	
	No. of Shares	%	No. of Shares	%
Lim Cheng Ten	690,456,289	73.889	-	-

THIRTY (30) LARGEST SHAREHOLDERS AS AT 27 MARCH 2026

(Without aggregating securities from different Securities Account(s) belonging to the same Registered Holder)

No.	Name of Shareholders	No. of Shares	%
1	MAYBANK SECURITIES NOMINEES (TEMPATAN) SDN BHD FOR LIM CHENG TEN	690,456,289	73.889
2	DB (MALAYSIA) NOMINEE (TEMPATAN) SENDIRIAN BERHAD EXEMPT AN FOR KUMPULAN SENTIASA CEMERLANG SDN BHD (TSTAC/CLNT)	32,735,000	3.503
3	DB (MALAYSIA) NOMINEE (TEMPATAN) SENDIRIAN BERHAD DEUTSCHE BANK AG SINGAPORE CLT FOR LEE HAU HIAN (KSC (S) PTELTD)	15,000,000	1.605
4	PUBLIC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR OOI HOCK GUAN (E-BBB/RLU)	9,740,000	1.042
5	CARTABAN NOMINEES (TEMPATAN) SDN BHD EXEMPT AN FOR STANDARD CHARTERED BANK MALAYSIA BERHAD (WEALTH MANAGEMENT) (TEMPATAN)	9,100,000	0.974
6	PUBLIC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR CHUA AI LENG (E-SJA/TSM)	5,248,200	0.562
7	LIM YEE CHARD	3,438,000	0.368
8	CIMB ISLAMIC NOMINEES (TEMPATAN) SDN BHD PMB INVESTMENT BERHAD FOR MAJLIS AMANAH RAKYAT	3,000,000	0.321
9	AMANAHRAYA TRUSTEES BERHAD FOR AMANAH SAHAM MARA	2,500,000	0.268
10	PUBLIC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR TEH CHING HEE (E-BMM/BSJ)	2,500,000	0.268
11	PUBLIC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR NEO PHEK GAIK (E-BMM)	2,500,000	0.268
12	YAP CHEE YUAN	2,500,000	0.268
13	TAN HENG PENG	2,250,000	0.241
14	PAM FOUN SHIAN	2,100,000	0.225
15	MAYBANK NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR LIM MEE SEE	2,010,000	0.215
16	CHEN SONG WIE	2,000,000	0.214
17	CIMB ISLAMIC NOMINEES (TEMPATAN) SDN BHD CIMB ISLAMIC TRUSTEE BERHAD FOR PMB-AN-NUR WAQF INCOME FUND	2,000,000	0.214
18	KEJURUTERAAN KUASA BUMI SDN BHD	2,000,000	0.214
19	KEJURUTERAAN LETRIK KB SDN BHD	2,000,000	0.214
20	MAYBANK NOMINEES (TEMPATAN) SDN BHD FOR LEE KIM KEK	2,000,000	0.214
21	PHUAH CHONG EHI	2,000,000	0.214

ANALYSIS OF SHAREHOLDINGS AS AT 27 MARCH 2026 (CONT'D)

THIRTY (30) LARGEST SHAREHOLDERS AS AT 27 MARCH 2026 (CONT'D)

(Without aggregating securities from different Securities Account(s) belonging to the same Registered Holder)

No.	Name of Shareholders	No. of Shares	%
22	CIMB GROUP NOMINEES (ASING) SDN. BHD. CIMB COMMERCE TRUSTEE BERHAD FOR GLOBAL STRATEGIC GROWTH FUND (KSC 2)	1,885,000	0.202
23	KENANGA NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR TAN KOK PIN @ KOK KHONG	1,800,000	0.193
24	NG YEE HONG	1,660,000	0.178
25	LOI KENT LIAK	1,600,000	0.171
26	HLIB NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR SAW WAH THENG (CCTS)	1,530,000	0.164
27	CHUA KAW BING	1,500,000	0.161
28	LIM TATT CHEE	1,500,000	0.161
29	PUBLIC INVEST NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR LIM KEON YAO (C)	1,500,000	0.161
30	TEE SEE INN	1,500,000	0.161
Total		811,552,489	86.848

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the Third Annual General Meeting ("3rd AGM") of the Company will be held at Wyndham Acmar Klang Hotel, AR 1, Level M, No. 1-G-1, Jalan Persiaran Bukit Raja 2/KU1, Bandar Baru Klang, 41150 Klang, Selangor on Wednesday, 3 June 2026 at 10.00 a.m., for the following purposes:

AGENDA

ORDINARY BUSINESS

- | | | |
|----|--|---|
| 1. | To receive the Audited Financial Statements for the financial year ended 31 December 2025 together with the Directors' and Auditors' Reports thereon. | Please refer to
Explanatory Note 1 |
| 2. | To approve the payment of Directors' fees to the Non-Executive Directors of an aggregate amount of up to RM280,000.00 from 4 June 2026 until the next Annual General Meeting in 2027. | Ordinary Resolution 1
Please refer to
Explanatory Note 2 |
| 3. | To approve the payment of Directors' allowances to the Non-Executive Directors of an aggregate amount of up to RM20,000.00 from 4 June 2026 until the next Annual General Meeting in 2027. | Ordinary Resolution 2
Please refer to
Explanatory Note 3 |
| 4. | To re-elect the following Directors who are retiring in accordance with Clause 95 (a) of the Company's Constitution: | |
| | (a) Dato' Mohd Redza Shah Bin Abdul Wahid | Ordinary Resolution 3 |
| | (b) Ir. Abdul Rahman Bin Adam | Ordinary Resolution 4 |
| 5. | To re-appoint Crowe Malaysia PLT as the Company's Auditors for the financial year ending 31 December 2026 and to authorise the Directors to fix their remuneration. | Ordinary Resolution 5
Please refer to
Explanatory Note 4 |

SPECIAL BUSINESS

To consider and, if thought fit, to pass the following Ordinary Resolution:

- | | | |
|----|---|------------------------------|
| 6. | AUTHORITY TO ISSUE AND ALLOT SHARES PURSUANT TO SECTIONS 75 AND 76 OF THE COMPANIES ACT 2016 | Ordinary Resolution 6 |
|----|---|------------------------------|

THAT subject always to the Companies Act 2016, Constitution of the Company, ACE Market Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa Securities") and the approvals of the relevant authorities, the Directors be and are hereby authorised pursuant to Sections 75 and 76 of the Companies Act 2016, to issue and allot new ordinary shares in the Company at any time and upon such terms and conditions and for such purposes as the Directors may in their absolute discretion, deem fit, provided that the aggregate number of ordinary shares to be issued pursuant to this resolution does not exceed 10% of the total number of issued ordinary shares of the Company (excluding treasury shares, if any) at the time of issue **AND THAT** the Directors be and are also empowered to obtain the approval for the listing of and quotation for the additional ordinary shares to be listed on Bursa Securities **AND FURTHER THAT** such authority shall continue to be in force until the conclusion of the next Annual General Meeting of the Company.

**Please refer to
Explanatory Note 5**

THAT pursuant to Section 85 of the Companies Act 2016, read together with Clause 52 of the Constitution of the Company, approval be and is given to waive the statutory preemptive rights of the shareholders of the Company to be offered the new ordinary shares in the Company ranking equally to the existing issued ordinary shares of the Company arising from issuance of the new ordinary shares in the Company to the allottees.

NOTICE OF ANNUAL GENERAL MEETING (CONT'D)

7. To transact any other business of which due notice shall have been given in accordance with the Company's Constitution and the Companies Act 2016.

By Order of the Board

EXPRESS POWERR SOLUTIONS (M) BHD

WONG YOUN KIM

SSM PC No.: 201908000410

(MAICSA 7018778)

Company Secretary

Selangor

Dated this 29th day of April, 2026

NOTES:

1. A member of the Company entitled to be present and vote at the 3rd AGM is entitled to appoint a proxy or attorney or in the case of a corporation, to appoint a duly authorised representative, to attend and vote instead of him. A proxy may but need not be a member of the Company and need not be an advocate, an approved company auditor or a person appointed by the Registrar of Companies.
2. A member shall be entitled to appoint not more than two (2) proxies to attend and vote at the same meeting.
3. Where a member appoints more than one (1) proxy, the appointments shall be invalid unless he specifies the proportion of his shareholdings to be represented by each proxy in the instrument appointing the proxies.
4. If the appointer is a corporation, the Proxy Form must be executed under its Common Seal or under the hand of its attorney.
5. Where a member of the Company is an authorised nominee as defined in the Securities Industry (Central Depositories) Act 1991 ("Central Depositories Act"), it may appoint not more than two (2) proxies in respect of each securities account it holds in ordinary shares of the Company standing to the credit of the said securities account.
6. Where a member is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("omnibus account"), as defined under the Central Depositories Act, there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.
7. A proxy appointed to attend and vote in the 3rd AGM of the Company shall have the same rights as the member to speak and vote at the said meeting.
8. The duly completed Proxy Form must be deposited at the Registered Office of the Company at Unit 11.07, Amcorp Tower, Amcorp Trade Centre, 18, Jalan Persiaran Barat, 46050 Petaling Jaya, Selangor not less than twenty-four (24) hours before the time for holding the 3rd AGM or any adjournment thereof.

Last date and time for lodging the Proxy Form is on Tuesday, **2 June 2026 at 10.00 a.m.**

NOTICE OF ANNUAL GENERAL MEETING (CONT'D)

9. General Meeting Record of Depositors

In respect of deposited securities, only members whose names appear on the Record of Depositors on 26 May 2026 (General Meeting Record of Depositors) shall be eligible to attend the meeting or appoint proxy(ies) to attend and vote on his behalf.

EXPLANATORY NOTES ON ORDINARY BUSINESS AND SPECIAL BUSINESS

1. Item 1 of the Agenda - Audited Financial Statement for the Financial Year Ended 31 December 2025

The Audited Financial Statements are for discussion only as the approval of the shareholders is not required pursuant to the provisions of Section 340(1)(a) of the Companies Act 2016. Hence, this Agenda is not put forward for voting by the shareholders of the Company.

2. Ordinary Resolution 1

Section 230(1) of the Companies Act 2016 provides amongst others that the fees of the Directors of a listed company and its subsidiaries shall be approved at a general meeting. The Board of Directors is seeking approval from the shareholders for the payment of Directors' fees of an aggregate amount up to RM 280,000.00 to Non-Executive Directors for the period from 4 June 2026 until the conclusion of the next AGM of the Company in 2027.

3. Ordinary Resolution 2

Section 230(1) of the Companies Act 2016 provides amongst others that any benefits payable to the Directors of a listed company and its subsidiaries shall be approved at a general meeting. The Board of Directors is seeking approval from the shareholders for the payment of Directors' allowance up to an aggregate amount of RM 20,000.00 to Non-Executive Directors for the period from 4 June 2026 until the conclusion of the next AGM of the Company in 2027.

4. Ordinary Resolution 5 - Re-appointment of Crowe Malaysia PLT as the Company's Auditors

The Audit and Risk Management Committee ("ARMC") had at its meeting held on 20 April 2026 assessed the suitability and independence of the External Auditors and recommended the re-appointment of Crowe Malaysia PLT as External Auditors of the Company for the financial year ending 31 December 2026.

The Board has reviewed the recommendation of the ARMC and concurred to recommend the same to be tabled to the shareholders for approval at the 3rd AGM.

5. Ordinary Resolution 6 - Authority to Issue and Allot Shares pursuant to Sections 75 and 76 of the Companies Act 2016

The proposed Ordinary Resolution 6, if passed, will empower the Directors of the Company, from the date of the 3rd AGM, with the authority to issue and allot new ordinary shares in the Company up to an amount not exceeding 10% of the total number of issued ordinary shares of the Company (excluding treasury shares, if any) for such purposes as the Directors consider would be in the best interest of the Company. This authority, unless revoked or varied at a general meeting, will expire at the next Annual General Meeting in 2027. The general mandate sought for issue of shares is a renewal of the mandate approved by the shareholders at the last AGM held on 20 May 2025 which will lapse at the conclusion of this 3rd AGM.

NOTICE OF ANNUAL GENERAL MEETING (CONT'D)

However, pursuant to Section 85(1) of the Companies Act 2016 and Clause 52 of the Company's Constitution, the new ordinary shares will have to be offered to the existing shareholders of the Company unless there is a direction to the contrary given in the general meeting of the Company. Should the existing shareholders of the Company approve the proposed Ordinary Resolution 6, they are waiving their pre-emptive rights pursuant to Section 85(1) of the Companies Act 2016, which then would allow the Directors to issue new ordinary shares to any person without having to offer the said shares equally to all existing shareholders of the Company prior to the issuance which will result in a dilution to the shareholding percentage of the existing shareholders.

The Board of Directors of the Company is of the view that to renew the general mandate is in the best interest of the Company and its shareholders as it will provide flexibility to the Company to issue new ordinary shares without the need to convene separate general meeting to obtain its shareholders' approval so as to avoid incurring additional costs and time. It will also enable the Directors to take swift action in case of a need to issue and allot new ordinary shares for fund raising activities, including but not limited to further placement of ordinary shares for the purpose of funding the Company's current and/or future investment projects, working capital, acquisitions and/or for issuance of ordinary shares as settlement of purchase consideration, or such other purposes as the Directors may deem fit in the best interest of the Company, or other circumstances arise which involve grant of rights to subscribe for new ordinary shares, conversion of any securities into new ordinary shares, or allotment of new ordinary shares under an agreement or option or offer, or such applications as the Directors may deem fit in the best interest of the Company and its shareholders, provided that the aggregate number of new ordinary shares to be allotted and issued must not be more than ten per centum (10%) of the total number of issued ordinary shares of the Company (excluding treasury shares, if any).

As of the date of this Notice, no new ordinary shares in the Company were issued pursuant to the general mandate granted to the Directors at the last AGM of the Company held on 20 May 2025 and which will lapse at the conclusion of the 3rd AGM.

Personal data privacy:

By submitting an instrument appointing proxy(ies) and/or representative(s) to participate at the 3rd AGM and/or any adjournment thereof, a member of the Company:

- (i) consents to the collection, use and disclose of the member's personal data by the Company (or its agents) for the purpose of processing and the administration by the Company (or its agents) of proxies and representatives appointed for the 3rd AGM (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the 3rd AGM (including any adjournment thereof), and in order for the Company (or its agent) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "Purposes");*
- (ii) warrants that the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclose of the proxy(ies) and/or representative(s) personal data by the Company for the Purposes; and*
- (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses, and damages as a result of the member's breach of warranty.*

STATEMENT ACCOMPANYING NOTICE OF THIRD ANNUAL GENERAL MEETING

The retiring Directors who are seeking re-election as Director at the 3rd AGM of the Company are: -

- (a) Dato' Mohd Redza Shah Bin Abdul Wahid (Clause 95(a) of the Company's Constitution)
- (b) Ir. Abdul Rahman Bin Adam (Clause 95(a) of the Company's Constitution)

Dato' Mohd Redza Shah Bin Abdul Wahid and Ir. Abdul Rahman Bin Adam have no conflict of interest or potential conflict of interest including any interest in any competing business with the Company or its subsidiaries.

Based on the assessment and evaluation conducted by the Nomination Committee, the retiring Directors met the performance criteria required of an effective and a high-performance Board. In addition, they have also provided annual declaration of their independence to the Nomination Committee and the Board of Directors.

The Board of Directors (save for the retiring Directors), taking into the recommendation of the Nomination Committee, supported the retiring Directors of their re-election as Director at the 3rd AGM of the Company.

The profiles of the retiring Directors who are seeking re-election are set out in the Directors' Profile as disclosed in pages 5 and 6 of the Annual Report.

The details of the retiring Directors' interest in the securities of the Company are set out in the Analysis of Shareholdings in page 169 of the Annual Report.



PROXY FORM

EXPRESS POWERR SOLUTIONS (M) BHD

Registration No. 202301027296 (1521219-K)

(Incorporated in Malaysia)

Number of shares	
CDS A/C No.	
Mobile No.	
Email address	

I/We _____
(FULL NAME AND NRIC/PASSPORT/COMPANY NO. IN BLOCK LETTERS)

of _____
(FULL ADDRESS)

being a member/members of **EXPRESS POWERR SOLUTIONS (M) BHD**, hereby appoint the following person(s) or failing him, the Chairman of the meeting as my/our proxy/proxies to vote for me/us on my/our behalf, at the Third Annual General Meeting of the Company to be held at Wyndham Acmar Klang Hotel, AR 1, Level M, No. 1-G-1, Jalan Persiaran Bukit Raja 2/KU1, Bandar Baru Klang, 41150 Klang, Selangor on Wednesday, 3 June 2026 at 10.00 a.m. and any adjournment thereof:

Name of Proxy, NRIC No. & Address		No. of shares to be represented by Proxy
1.	Name:	
	NRIC No.:	
	Mobile number:	
	Email address:	
	Adress:	
2.	Name:	
	NRIC No.:	
	Mobile number:	
	Email address:	
	Adress:	

NO.	RESOLUTIONS		FOR	AGAINST
1.	To approve the payment of Directors' fees to the Non-Executive Directors of an aggregate amount of up to RM280,000.00 from 4 June 2026 until the next Annual General Meeting in 2027	<i>Ordinary Resolution 1</i>		
2.	To approve the payment of Directors' allowances to the Non-Executive Directors of an aggregate amount of up to RM20,000.00 from 4 June 2026 until the next Annual General Meeting in 2027	<i>Ordinary Resolution 2</i>		
3.	Re-election of Dato' Mohd Redza Shah Bin Abdul Wahid	<i>Ordinary Resolution 3</i>		
4.	Re-election of Ir. Abdul Rahman Bin Adam	<i>Ordinary Resolution 4</i>		
5.	Re-appointment of Crowe Malaysia PLT as the Auditors	<i>Ordinary Resolution 5</i>		
6.	Authority to allot and issue shares pursuant to Sections 75 and 76 of the Companies Act 2016	<i>Ordinary Resolution 6</i>		

Please indicate with an "X" in the appropriate boxes on how you wish your vote to be cast on the Resolutions specified in the Notice of Annual General Meeting. Unless voting instructions are indicated in the space above, the proxy will vote as he/she thinks fit.

Signed this _____ Day _____ of 2026

Signature of Shareholder

NOTES:

1. A member of the Company entitled to be present and vote at the 3rd AGM is entitled to appoint a proxy or attorney or in the case of a corporation, to appoint a duly authorised representative, to attend and vote instead of him. A proxy may but need not be a member of the Company and need not be an advocate, an approved company auditor or a person appointed by the Registrar of Companies.
2. A member shall be entitled to appoint not more than two (2) proxies to attend and vote at the same meeting.
3. Where a member appoints more than one (1) proxy, the appointments shall be invalid unless he specifies the proportion of his shareholdings to be represented by each proxy in the instrument appointing the proxies.
4. If the appointer is a corporation, the Proxy Form must be executed under its Common Seal or under the hand of its attorney.
5. Where a member of the Company is an authorised nominee as defined in the Securities Industry (Central Depositories) Act 1991 ("Central Depositories Act"), it may appoint not more than two (2) proxies in respect of each securities account it holds in ordinary shares of the Company standing to the credit of the said securities account.
6. Where a member is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("omnibus account"), as defined under the Central Depositories Act, there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.
7. A proxy appointed to attend and vote in the 3rd AGM of the Company shall have the same rights as the member to speak and vote at the said meeting.
8. The duly completed Proxy Form must be deposited at the Registered Office of the Company at Unit 11.07, Amcorp Tower, Amcorp Trade Centre, 18, Jalan Persiaran Barat, 46050 Petaling Jaya, Selangor not less than twenty-four (24) hours before the time for holding the 3rd AGM or any adjournment thereof.
Last date and time for lodging the Proxy Form is on Tuesday, **2 June 2026 at 10.00 a.m.**

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AFFIX
STAMP

The Company Secretary

EXPRESS POWERR SOLUTIONS (M) BHD
Registration No. 202301027296 (1521219-K)
c/o Synergy Professionals Group Sdn Bhd
Unit 11.07, Amcorp Tower,
Amcorp Trade Centre,
18, Jalan Persiaran Barat,
46050 Petaling Jaya, Selangor

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9. **General Meeting Record of Depositors**
In respect of deposited securities, only members whose names appear on the Record of Depositors on 26 May 2026 (General Meeting Record of Depositors) shall be eligible to attend the meeting or appoint proxy(ies) to attend and vote on his behalf.
10. **Personal data privacy:**
By submitting an instrument appointing proxy(ies) and/or representative(s) to participate at the 3rd AGM and/or any adjournment thereof, a member of the Company:
 - (i) *consents to the collection, use and disclose of the member's personal data by the Company (or its agents) for the purpose of processing and the administration by the Company (or its agents) of proxies and representatives appointed for the 3rd AGM (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the 3rd AGM (including any adjournment thereof), and in order for the Company (or its agent) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "Purposes");*
 - (ii) *warrants that the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclose of the proxy(ies) and/or representative(s) personal data by the Company for the Purposes; and*
 - (iii) *agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses, and damages as a result of the member's breach of warranty.*

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www.exp.com.my

EXPRESS POWERR SOLUTIONS (M) BHD
(Registration No. 202301027296 (1521219-K))

No 6, Jalan Tiara 5, Bandar Baru Klang,
41150 Klang, Selangor Darul Ehsan.

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Email : info@exp.com.my