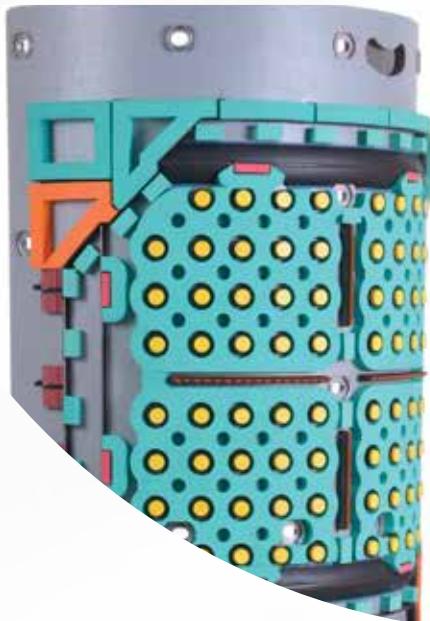




**CEKD BERHAD**

[Registration No. 201801023077 (1285096-M)]



**2025  
Annual  
Report**



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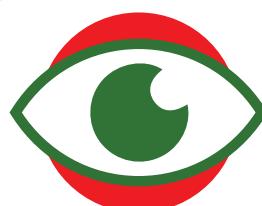
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# OUR VISION, MISSION & MOTTO

Since our inception in 1989, CEKD Berhad (“CEKD” or “the Company”) and its subsidiaries (“CEKD Group” or “the Group”) have grown to be one of the leading die-cutting solutions providers in Malaysia, dedicated to delivering high-quality manufacturing and trading of die-cutting moulds, tools and accessories, as well as providing customisation services.

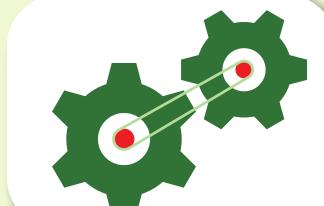
We take pride in our leadership within the industry by consistently prioritising the standards and quality of our products and services. With six (6) state-of-the-art operating factories across Kuala Lumpur, Selangor, Penang and Johor, we are positioned to meet a diverse range of customer needs across multiple industries, including paper printing and packaging, automotive, plastic packaging and textiles. Our unwavering commitment to quality is underscored by our ISO 9001:2015 certification, reflecting our dedication to maintaining exceptional standards and solidifying our position as the industry benchmark.

Today, CEKD stands as a trusted partner to customers across industries, providing customised die-cutting solutions tailored to meet diverse customer requirements. Looking forward, we remain focused on leveraging the latest technology and our expanded capabilities to drive further growth, with the ambition of becoming the best packaging solution provider in Asia Pacific.



## OUR VISION

- **To be the most trusted converting tool and solutions provider in Asia Pacific**



## OUR MISSION

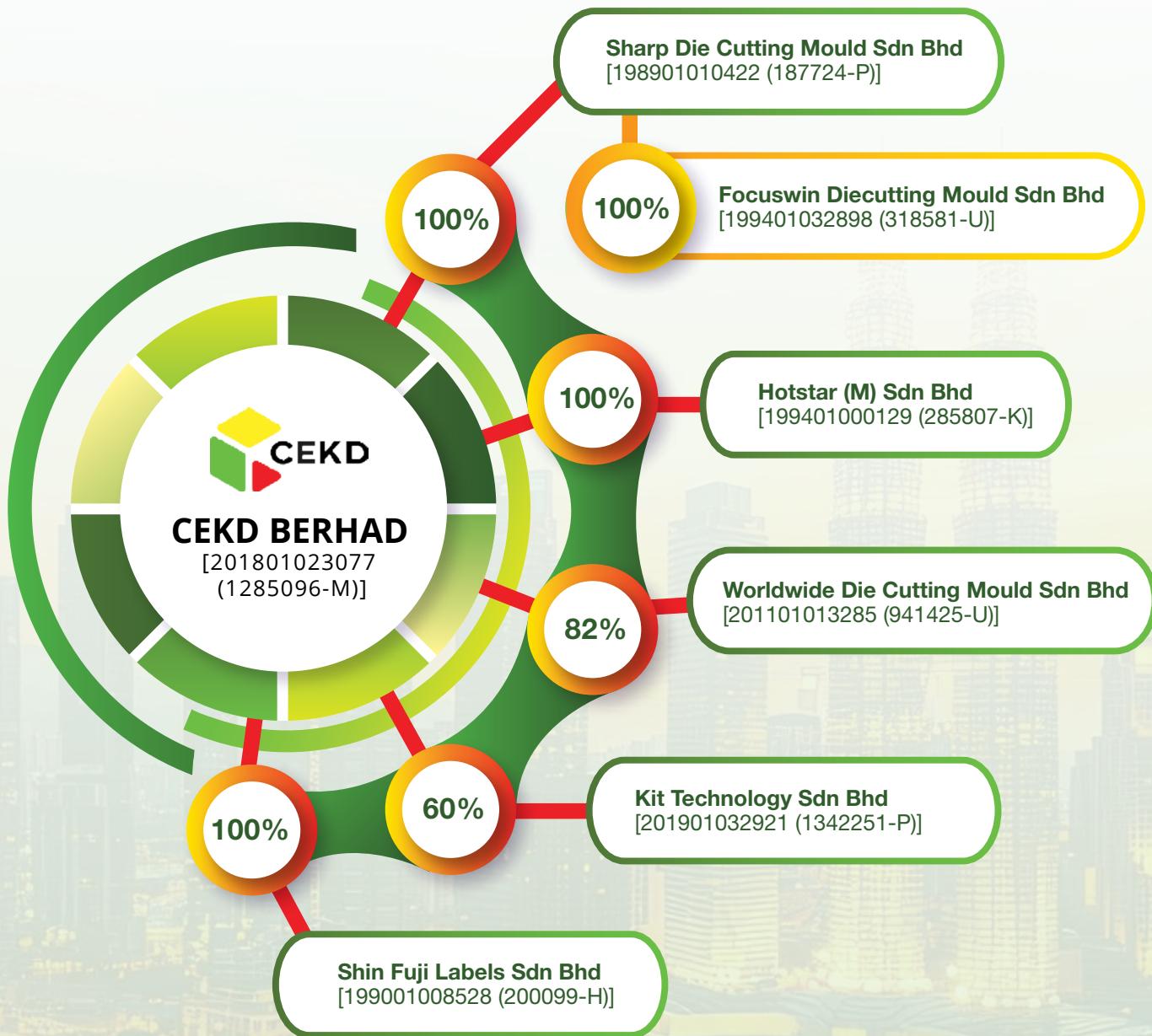
- **We are customer-oriented in delivering quality converting tools and market responsive solutions**



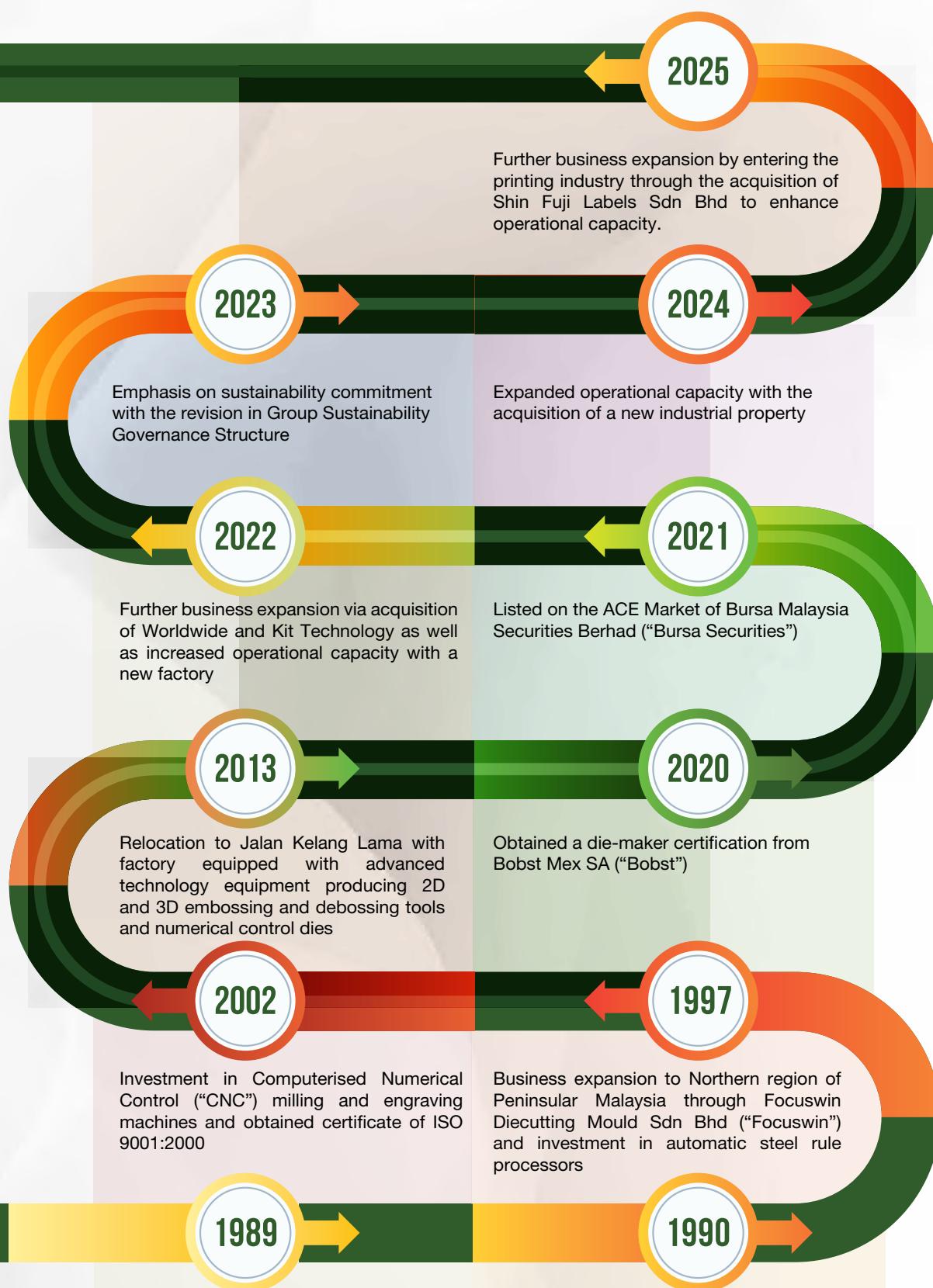
## OUR MOTTO

- **Drive Towards Excellence**

## GROUP STRUCTURE



# OUR MILESTONE



Obtained a five-year pioneer status from the Malaysian Investment Development Authority ("MIDA")

*\* The pioneer status was granted by the Ministry of International Trade and Industry ("MITI") on 6 March 1991 and continued for a period of five (5) years pursuant to the Promotion of Investment Act 1986.*

# CORPORATE INFORMATION

## Dato' Zulkifli Bin Adnan

Independent Non-Executive Chairman

## Yap Tian Tion

Deputy Executive Chairman

## Yap Kai Ning

Managing Director

# BOARD OF DIRECTORS

## Choo Yem Kuen

Independent Non-Executive Director

## Chong Chin Look

Independent Non-Executive Director

## Datuk Mak Foo Wei

Independent Non-Executive Director

## BOARD COMMITTEES

## CORPORATE INFORMATION

### AUDIT COMMITTEE

#### Chairman

Chong Chin Look

#### Member

Choo Yem Kuen

Datuk Mak Foo Wei

### HEAD OFFICE

10, Jalan 1/137B  
Resource Industrial Centre  
Batu 5, Jalan Kelang Lama  
58200 Kuala Lumpur  
Tel : +6017-988 6450 / 2329

### NOMINATING COMMITTEE

#### Chairperson

Choo Yem Kuen

#### Member

Datuk Mak Foo Wei

Chong Chin Look

### REGISTERED OFFICE

No. D-09-02  
Level 9, EXSIM Tower  
Millerz Square @ Old Klang Road  
Megan Legasi  
No. 357, Jalan Kelang Lama  
58000 Kuala Lumpur  
Tel : +603-7971 8080  
Fax : +603-7972 8585  
Email: [info@amerits.com.my](mailto:info@amerits.com.my)

### REMUNERATION COMMITTEE

#### Chairman

Datuk Mak Foo Wei

#### Member

Choo Yem Kuen

Chong Chin Look

### COMPANY SECRETARIES

#### Teo Soon Mei

(MAICSA 7018590)  
(SSM PC 201908000235)

#### Lim Jia Huey

(MAICSA 7073258)  
(SSM PC 201908000929)

### SUSTAINABILITY AND RISK MANAGEMENT COMMITTEE

#### Chairman

Chong Chin Look

#### Member

Dato' Zulkifli Bin Adnan

Datuk Mak Foo Wei

Yap Kai Ning

Choo Yem Kuen

### AUDITORS

#### TGS TW PLT

[202106000004 (LLP0026851-LCA) & AF002345]

Chartered Accountants

Unit E-16-2B, Level 16

ICON Tower (East)

No. 1, Jalan 1/68F

Jalan Tun Razak

50400 Kuala Lumpur

Tel : +603 9771 4326

Fax : +603 9771 4327

### PRINCIPAL BANKERS

CIMB Bank Berhad

Alliance Bank Malaysia Berhad

### SHARE REGISTRAR

#### Bina Management (M) Sdn Bhd

[197901005880 (50164-V)]

Lot 10, The Highway Centre

Jalan 51/205

46050 Petaling Jaya, Selangor

Tel : +603-7784 3922

Fax : +603-7784 1988

Email: [binawin@binamg168.com](mailto:binawin@binamg168.com)

## BOARD OF DIRECTORS' PROFILE



### DATO' ZULKIFLI BIN ADNAN

*Independent Non-Executive Chairman*

Malaysian | Male | 67

**Dato' Zulkifli Bin Adnan** ("Dato' Zulkifli") was appointed to the Board of Directors ("Board") as the Independent Non-Executive Chairman on 7 February 2020. He is also a member of the Sustainability and Risk Management Committee ("SRMC").

Dato' Zulkifli graduated with a Bachelor of Science in Resource Economics from Universiti Pertanian Malaysia (now known as Universiti Putra Malaysia) in 1981. In the following year, he obtained a Diploma in Public Management from the National Institute of Public Administration, Kuala Lumpur. Subsequently in 1991, he completed his education journey with a Master of Arts in Law & Diplomacy from The Fletcher School of Law & Diplomacy, Tufts University, Boston, USA.

He began his career as a trainee bank officer at Malayan Banking Berhad, Kajang in 1981. He then served in the public service by joining the Malaysian Foreign Service in 1983. During his tenure there, Dato' Zulkifli has served in various capacities in Malaysian diplomatic missions overseas in Colombo, New York and The Hague, with notable highlight of being appointed as an Ambassador to Sarajevo, Berlin and Singapore prior to his retirement from the Foreign Service in 2018.

In recognition of his dedicated services to the country, he was honoured with the Ahli Mangku Negara (A.M.N.), Kesatria Mangku Negara (K.M.N.) and Dato' Paduka Cura Si Manja Kini (D.P.C.M., Perak).

He does not hold directorships in any other public companies and listed issuers. He does not have any family relationship with any Director and/or major shareholder of the Company.

He has attended five (5) out of five (5) Board meetings held during financial year ended 31 August 2025 ("FYE 2025").

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

### YAP TIAN TION *Deputy Executive Chairman* Malaysian | Male | 69

### YAP KAI NING *Managing Director* Malaysian | Female | 41

**Yap Tian Tion** ("Mr. Yap") is our Deputy Executive Chairman. He was appointed to the Board on 7 February 2020. In his capacity, he oversees the overall strategy and business direction of the Group, including all major investments, business strategies, major capital expenditure as well as financing proposals.

After completing his secondary education at Sekolah Menengah Kebangsaan Tuanku Abdul Rahman, Gemas, Negeri Sembilan in 1976, Mr. Yap furthered his studies through the Federal Evening Class programme at St. John Institution, Kuala Lumpur in 1977 and subsequently obtained his Higher School Certificate in 1978. He was involved in the trading of fruits and car accessories from 1976 to 1984.

In 1984, he and his business partners co-founded Shenway Sdn Bhd ("Shenway"), a company engaged in the manufacture and services of die-cutting tools and die-making supplies for garment, shoe and automotive industry. In view of his extensive expertise in manufacturing various types of die-cutting moulds, he was invited by the shareholders of Sharp Die Cutting Mould Sdn Bhd ("Sharp DCM") to participate as a shareholder of the company in 1994. By accepting the offer, he then became a shareholder of Sharp DCM and joined the company as an Executive Director in the same year.

Upon joining Sharp DCM, he gradually transferred the manufacturing activities of Shenway to Sharp DCM as part of Sharp DCM's strategic expansion plan into the customised die-cutting mould business. Over the years, he played a key role in our Group's sustainable growth and success by broadening our target market to include the paper printing as well as packaging industries.

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

He is the husband of Lim Bee Eng and the father of Yap Kai Ning, Yap Kai Min and Yap Kai Jie, all are major shareholders of the Company. Yap Kai Ning and Yap Kai Min are also our Managing Director and Executive Director/Chief Operation Officer respectively. Saved as disclosed, he has no family relationship with other Director and/or major shareholder of the Company.

He has attended five (5) out of five (5) Board meetings held during FYE 2025.

**Yap Kai Ning** ("Ms. Yap KN") was appointed to the Board as the Managing Director on 7 February 2020. She is a member of the SRMC.

Ms. Yap KN graduated with a double degree in Commerce and Arts from the Australian National University, Australia in 2006. In the subsequent year, she also completed a Diamond Grading Course from the Gemological Institute of America. In 2014, she obtained her Masters of Business Administration from the University of Southern Queensland in Malaysia.

Her journey with Sharp DCM began in 2008 where she underwent rotations across various departments, including sales and marketing, production, human resources and administration. She was exposed to a full spectrum of operations from such experience. In 2011, she was appointed as a Director in Sharp DCM and took full responsibility on human resource matters as well as assisting in the company's daily operations. In 2015, she was promoted to her current position as the Managing Director of Sharp DCM.

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

Ms. Yap KN is the daughter of Yap Tian Tion and Lim Bee Eng and the sister of Yap Kai Min and Yap Kai Jie, all are major shareholders of the Company. Yap Tian Tion and Yap Kai Min are also our Deputy Executive Chairman and Executive Director/Chief Operation Officer respectively. Saved as disclosed, she has no family relationship with other Directors and/or major shareholders of the Company.

She has attended five (5) out of five (5) Board meetings held during FYE 2025.

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

### YAP KAI MIN

*Executive Director/Chief Operation Officer*

Malaysian | Female | 36

### DATUK MAK FOO WEI

*Independent Non-Executive Director*

Malaysian | Male | 60

**Yap Kai Min** ("Ms. Yap KM") was appointed to the Board as an Executive Director on 25 October 2022. Bringing over ten (10) years of experience in sales, procurement and operations, she is tasked with overseeing the Group's daily operations in her role.

She graduated with a Bachelors of Commerce and Science, majoring in Management and Psychology from the University of Western Australia, Australia in 2012. In the same year, she embarked on her career path as a management trainee at Allianz Life Insurance Malaysia Berhad. During her tenure there, she gained valuable experience in general management and insurance business.

Ms. Yap KM joined Sharp DCM as a sales and marketing executive in 2014 and was responsible for liaising with existing and potential customers. In 2016, she was promoted as the supply chain manager of Sharp DCM where she was responsible to oversee the supply chain management of the company.

Additionally, she has completed the ISO 9001:2008 and ISO 9001:2015 internal quality auditor trainings in 2014 and 2017 respectively. This demonstrates her commitment in ensuring the continuous integration and implementation of ISO-compliant quality management system within the Group.

In 2020, she was promoted as the Chief Operation Officer of the Group. In the following year, she was then appointed as the Alternate Director to the Deputy Executive Chairman, Yap Tian Tion. In 2022, she ceased her role as Alternate Director to Yap Tian Tion upon her appointment as the Executive Director of the Company.

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

She is the daughter of Yap Tian Tion and Lim Bee Eng and the sister of Yap Kai Ning and Yap Kai Jie, all are major shareholders of the Company. Yap Tian Tion and Yap Kai Ning are also our Deputy Executive Chairman and Managing Director respectively. Saved as disclosed, she has no family relationship with other Director and/or major shareholder of the Company.

She has attended five (5) out of five (5) Board meetings held during FYE 2025.

**Datuk Mak Foo Wei** ("Datuk Mak") was appointed to our Board as the Independent Non-Executive Director on 7 February 2020. He is also the Chairman of our Remuneration Committee ("RC") and a member of the Audit Committee ("AC"), Nominating Committee ("NC") and SRMC.

He graduated with a Bachelor of Laws (Honours) from University of Birmingham, UK in 1990. He was then qualified as a Barrister-at-Law at Lincoln's Inn London, England in 1991 and was subsequently called to the Malaysian Bar in 1992.

Datuk Mak began his career by practicing as an advocate and solicitor at Manjit Singh Sachdev, Mohammad Radzi & Partners in 1992. In 1994, he left the firm and established his own practice, Mak & Company (now known as Mak Farid & Company) which specialises in corporate and conveyancing matters. Since 2018, he has also been serving as the Executive Councillor for a non-profit organisation, Malaysia Crime Prevention Foundation.

He also holds executive directorship in several companies with businesses involved in property development of both industrial and residential projects, notably Riverville Residences, Metro Cheras, Balakong Jaya Industrial Park I and II as well as Alam Damai Industrial Park. Currently, he also holds directorship in several private limited companies but he does not hold directorships in any other public companies and listed issuers.

He has no family relationship with any Director and/or major shareholder of the Company.

He has attended four (4) out of five (5) Board meetings held during FYE 2025.

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

### CHONG CHIN LOOK

*Independent Non-Executive Director*

Malaysian | Male | 62

### CHOO YEM KUEN

*Independent Non-Executive Director*

Malaysian | Female | 64

**Chong Chin Look** ("Mr. Chong") was appointed to the Board as an Independent Non-Executive Director on 7 February 2020. He is also the Chairman for both our AC and SRMC and a member of the RC and NC.

Chong Chin Look obtained his Bachelor of Economics degree with a major in Business Administration from the University of Malaya in 1987. He is also a member of the Malaysian Institute of Certified Public Accountants (MICPA) and a Chartered Accountant with the Malaysian Institute of Accountants (MIA).

In 1987, he joined KPMG Malaysia as an audit assistant where he acquired experience in auditing, accounting, taxation and management consultancy. He was promoted to audit senior in 1990. In 1992, he left KPMG Malaysia and joined Bonia Group as the Financial Controller where he was responsible for the overall financial and corporate functions of the Group. Thereafter, from 1994 to 2022, he was reassigned as the Group Finance Director and oversaw the effectiveness and efficiency of the finance functions across the Bonia Group in line with the Group's strategy and business goals.

He is on the Board of Lysaght Garvanized Steel Berhad as an Independent Non-Executive Director and a member of its AC, and a member of its RC respectively.

He is also on the Board of TSA Group Berhad as an Independent Non-Executive Director, the Chairman of its AC, and a member of its Risk Management Committee, RC and NC respectively

Besides, he holds directorships in several private companies.

He has attended five (5) out of five (5) Board meetings held during FYE 2025.

**Choo Yem Kuen** ("Ms. Choo") was appointed to the Board as an Independent Non-Executive Director on 16 December 2021. She is also the Chairperson of our NC, and a member of the AC, the RC and the SRMC.

Ms. Choo graduated with a Bachelor of Law (Honours) from the University of North Staffordshire, England in 1984 and completed her Certificate in Legal Practice (CLP) in 1985. She was called to the Malaysian Bar in 1986 and have a span of about thirty-nine (39) years in practice as an advocate and solicitor. She is currently attached with a legal firm as a consultant. Ms. Choo strongly advocates good corporate governance and transparency.

Ms. Choo currently is also a director of a private limited company and does not hold directorship in any other public companies and listed issuers.

She has no family relationship with any Director and/or major shareholder of the Company.

She has attended five (5) out of five (5) Board meetings held during FYE 2025.

#### Notes: -

The conflict of interest involving Yap Tian Tion and Yap Kai Ning are disclosed in the Audit Committee Report. Saved as disclosed therein, none of the Directors: -

- (a) has conflict of interest or potential conflict of interest, including the interest in any competing business with the Company and/or its subsidiary;
- (b) has been convicted of any offences within the past five (5) years other than traffic offences, if any; and
- (c) was publicly sanctioned or imposed with penalty by the relevant regulatory bodies during FYE 2025.

## KEY SENIOR MANAGEMENT'S PROFILE

**LEE HUEY FEN**  
*Chief Financial Officer*  
Malaysian | Female | 43

**Lee Huey Fen** ("Ms. Lee") was appointed as the Chief Financial Officer ("CFO") of CEKD Berhad on 20 January 2025. She holds a Professional Qualification in Accounting from the Malaysian Institute of Accountants (MIA), a Master of Business Administration (General Management) from SEGi University, and a Bachelor of Business in Accounting and Management from La Trobe University, Australia.

Ms. Lee brings with her more than nineteen (19) years of experience in accounting and finance, with extensive exposure in the manufacturing sector. She began her career with IBM Malaysia Sdn. Bhd. in 2005 as an Account Assistant, where she gained early experience in corporate accounting and reporting. In 2006, she joined WRP Asia Pacific Sdn. Bhd., where she served as an Account Executive and later as Senior Account Executive until 2012.

Subsequently, Ms. Lee joined PeterLabs Holdings Berhad in 2012 as a Credit Controller and was promoted to Senior Account Executive in 2014. Two years later, in 2016, she assumed the position of Accountant, overseeing group finance, treasury, taxation, and risk management functions. Through her strong financial leadership and operational oversight, she was later appointed as the Group Financial Controller of PeterLabs Holdings Berhad, a position she held prior to joining CEKD Berhad.

As the CFO of CEKD Berhad, Ms. Lee is responsible for the Group's overall financial management, strategic planning, budgeting, treasury operations, and statutory reporting. She plays a pivotal role in driving financial governance and ensuring that the Group's financial strategies are aligned with its business objectives and growth ambitions.

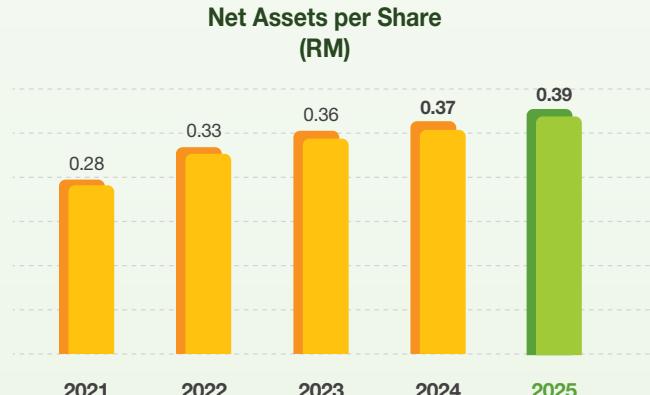
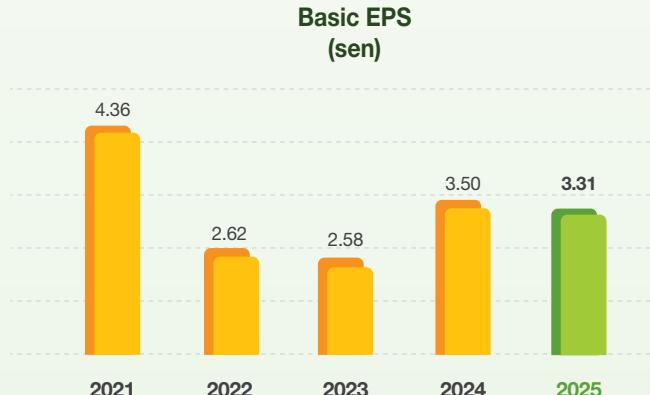
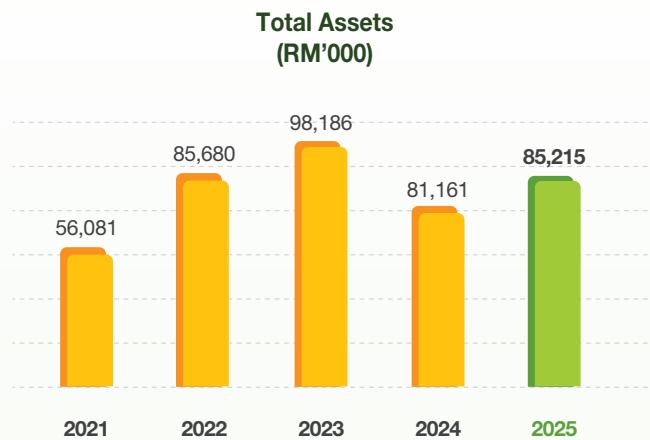
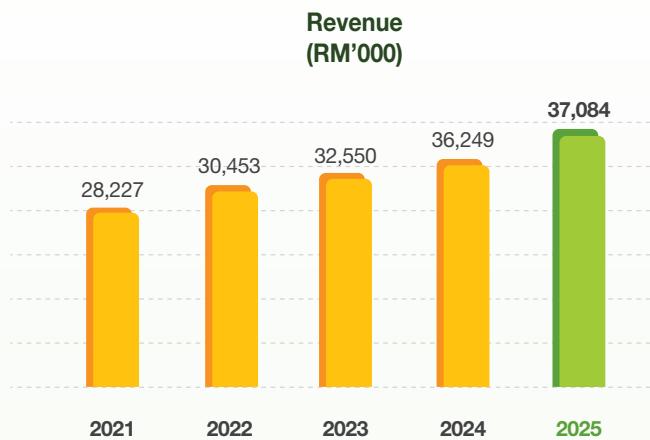
Ms. Lee does not hold any directorship in public companies or listed issuers. She has no family relationship with any Director or major shareholder of the Company. Ms. Lee also has no COI or potential COI including the interest in any competing business with the Company and/or its subsidiaries.

She has not been convicted of any offences within the past five (5) years other than traffic offences, if any, and has not faced any public sanctions or penalties imposed by relevant regulatory bodies during FYE 2025.

## FINANCIAL HIGHLIGHTS

Financial Year Ended 31 August		2021	2022	2023	2024	2025
Revenue	RM'000	28,227	30,453	32,550	36,249	<b>37,084</b>
Profit Attributable to Owners of the Company	RM'000	6,284	4,955	5,026	6,809	<b>6,447</b>
Basic Earnings per Share ("EPS")	sen	4.36	2.62	2.58	3.50	<b>3.31</b>
Total Assets	RM'000	56,081	85,680	98,186	81,161	<b>85,215</b>
Total Equity	RM'000	40,459	64,956	69,244	72,357	<b>76,875</b>
Net Assets per Share	RM	0.28	( <sup>(1)</sup> 0.33	0.36	0.37	<b>0.39</b>
Weighted Average Number of Shares	'000	143,983	188,976	194,573	194,573	<b>194,573</b>

Note: <sup>(1)</sup> Calculated based on the Company's share capital of 194,573,000 as at 31 August 2022



# CHAIRMAN'S STATEMENT



*Dear Valued Shareholders,*

*As we reflect on the financial year ended FYE 2025, we continue to observe encouraging signs of resilience in both the domestic and global economy. Although geopolitical uncertainties and currency volatility persisted throughout the year, Malaysia's economic fundamentals remained intact, supported by steady domestic demand and improving labour market conditions.*

*Against this backdrop, I am pleased to share that our Group has once again delivered commendable performance, achieving a record high in revenue for the second consecutive year. This accomplishment underscores the strength of our business model, the effectiveness of our growth strategy, and our commitment to long-term sustainability.*

**Dato' Zulkifli Bin Adnan**  
*Independent Non-Executive Chairman*

## ECONOMIC OUTLOOK AND OPERATIONAL HIGHLIGHTS

FYE 2025 marked another year of steady progress for the Group, supported by our efforts to navigate a dynamic operating environment driven by moderate domestic and global growth, on-going trade uncertainties, and a heighten competitive landscape. According to the International Monetary Fund ("IMF"), emerging Asian economies—including Malaysia, Vietnam and the Philippines—continued to demonstrate resilience, largely supported by strong private consumption and enhanced regional trade dynamics.

During the financial year, CEKD recorded healthy sales contributions from the domestic market, particularly in the packaging and printing sectors. While export sales moderated due to a cautious global outlook, the resilience of the domestic segment allowed the Group to maintain a strong revenue projection. We continued to navigate the challenging operating environment, shaped by ongoing trade tensions, heighten market competition, particularly from China, with more prudent liquidity management.

Building on our strategic progress in prior years, FYE 2025 also saw the successful entry of a new subsidiary, Shin Fuji Labels Sdn Bhd ("Shin Fuji"), marking our entry into the vertical downstream industries and further strengthening our value chain within the broader packaging ecosystem. This strategic move enhances our product offering, expands our customer base, and positions us to capture new growth opportunities within the region.

To support our ongoing expansion initiatives, the Group continued to invest in upgrading machinery and enhancing operational efficiency. These efforts reflect our long-term commitment to strengthening our competitive edge and meeting the evolving needs of our customers.

## FINANCIAL HIGHLIGHTS

I am delighted to report that the Group's revenue increased to RM37.08 million in FYE 2025, representing a 2.3% growth from RM36.25 million in the financial year ended 31 August 2024 ("FYE 2024"). This growth was mainly supported by strong domestic demand, while we continued to maintain a strong focus on product quality and after-sales service to our valued customers.

Despite ongoing challenges such as rising raw material costs and currency fluctuations, the Group remained resilient and recorded a higher Profit Before Tax ("PBT") of RM10.01 million, representing a 5.4% increase from FYE 2024. The Group also achieved a Profit After Tax ("PAT") of RM7.27 million, reflecting our continued focus on operational efficiency and prudent cost management.

As at 31 August 2025, the Group's net assets per share stood at RM0.39, reflecting a marginal increase of RM0.02 or 5.4%, from RM0.37 as at 31 August 2024. This demonstrates our continuous growth and strong financial position.

For a more detailed overview of our financial performance, please refer to the Management Discussion and Analysis section within this Annual Report.

## CHAIRMAN'S STATEMENT (CONT'D)

### FOCUSING ON SOUND GOVERNANCE PRACTICES

Good corporate governance continues to be the cornerstone of our sustainability and long-term success. Throughout FYE 2025, we remained firmly committed to upholding transparency, integrity and accountability across all operational and strategic decision-making processes.

During the year, we continued to enhance our governance framework by reviewing and updating our internal policies, including those related to risk management and sustainability. We maintained effective oversight through regular engagements to ensure that our governance structure remains robust and aligned with evolving regulatory expectations. In addition, we have also reviewed the Whistleblowing Policy to ensure it remains current and relevant with the latest business and regulatory developments.

For further insights into our measures in upholding corporate governance, For further insights into our measures in upholding corporate governance, please refer to the Corporate Governance Overview Statement ("CG Statement") within this Annual Report and the Corporate Governance Report ("CG Report").

### PROMOTING SUSTAINABILITY AND COMMUNITY CONNECTIONS

In line with our commitment to responsible business practices, we continued to strengthen our sustainability initiatives across Environmental, Social and Governance ("ESG") pillars. During FYE 2025, we placed particular emphasis on fostering a positive workplace culture, promoting employee development, and supporting community initiatives.

We continued to engage our employees through training programmes and welfare initiatives aimed at nurturing a supportive and collaborative working environment. Externally, we maintained our engagement with local communities through various outreach efforts to improve the well-being of vulnerable groups, as well as through contributions and donations to industry association to support the broader industry and foster collaboration and growth.

For more detailed information on our sustainability initiatives, and how we mitigate Economic, Environmental, Social and Governance ("EESG") risks and opportunities, please refer to the Sustainability Statement 2025.

### FUTURE PROSPECTS

Looking forward, we remain cautiously optimistic about our Group's prospects, leveraging our strong manufacturing foundation and die-cutting expertise to expand into the new markets and further strengthen our competitive position amid a dynamic and competitive landscape.

Our strategy remains centred on strengthening operational efficiency through prudent financial management, expanding our footprint within ASEAN markets, and pursuing strategic acquisition to enhance our product offerings in

line with evolving customer expectations. We will also continue investing in technology, innovation and process improvements to ensure that we remain agile and competitive in an increasingly dynamic industry amid a challenging market environment.

At the core of our strategy is a steadfast commitment to quality and innovation. Through the adoption of advanced technologies, enhanced research and development, and pursuing strategic collaborations, we aim to enhance our competitiveness and agility. At the same time, we remain focused on customer satisfaction by delivering reliable after-sales service and building trust and loyalty. Leveraging strong industry partnerships, we continue to strengthen our brand presence and unlock new growth opportunities.

### REWARDING OUR SHAREHOLDERS

In an effort to reward our shareholders for their unwavering confidence and support in our Group, we have declared the following dividends for FYE 2025: -

- a) A single tier interim dividend of RM0.0075 per ordinary share amounting to approximately RM1.46 million, paid on 20 December 2024; and
- b) A single tier interim dividend of RM0.005 per ordinary share amounting to approximately RM0.97 million, paid on 26 September 2025.

Future dividends declared by our Group will be dependent on several factors, including but not limited to financial performance, capital expenditure requirements and cash flow position.

### APPRECIATION

On behalf of the Board and the Group, I would like to express my sincere appreciation to all our shareholders for their unwavering support and trust in CEKD Group. To our Board members, I am grateful for your invaluable guidance and wisdom, and to our Management, I extend my gratitude for your steadfast leadership. I would also like to thank every employee for their hard work and dedication, which has been instrumental in driving the Group's success.

As we enter the next chapter of our journey, we remain committed to building a sustainable, resilient and forward-looking organisation—one that continues to deliver value to our stakeholders and strengthen our position as a leader in die-cutting mould manufacturing industry.

Thank you.

**Dato' Zulkifli Bin Adnan**  
Independent Non-Executive Chairman

2 December 2025

# MANAGEMENT DISCUSSION AND ANALYSIS

## 1. BUSINESS OVERVIEW

CEKD is a leading provider of die-cutting solutions, specializing in the manufacture of die-cutting moulds for a wide range of industries, including paper printing and packaging, automotive, plastic packaging, and textiles. Additionally, we supply a wide range of related consumables, tools, and accessories to support our customers' needs for efficient die-cutting operations.

Currently, we operate six (6) strategically located factories in Kuala Lumpur, Selangor, Penang, and Johor. Each of our factories is equipped with technology and skilled personnel, allowing us to efficiently meet the diverse needs of our customers while ensuring fast and reliable delivery.

Towards the end of FYE 2025, we expanded our operational footprint by entering into the printing industry through the acquisition of Shin Fuji, which enables us to enhance our product portfolio, tap into new customer segments, and unlock future growth opportunities.

Throughout the financial year, we have continued to made investments in new machineries to strengthen our manufacturing capacity and better serve the evolving needs of our diverse customer base. As a result, these strategic investments, combined with favorable economic conditions and industry growth, have propelled our Group to achieve new milestones in financial performance this year.

## 2. FINANCIAL REVIEW

	FYE 2025	FYE 2024	Variance	
	RM'000	RM'000	RM'000	%
<strong>FINANCIAL RESULTS</strong>				
<strong>Financial Indicators</strong>				
Revenue	37,084	36,249	835	2.3
Gross Profit (GP)	17,678	18,490	(812)	(4.4)
Profit before tax (PBT)	10,009	9,500	509	5.4
Profit after tax (PAT)	7,270	7,185	85	1.2
<strong>Financial Ratios</strong>				
GP margin (%)	47.7	51.0		(3.3)
PBT margin (%)	27.0	26.2		0.8
PAT margin (%)	19.6	19.8		(0.2)
<strong>FINANCIAL POSITION</strong>				
<strong>Financial Indicators</strong>				
Total assets	85,215	81,161	4,054	5
Total liabilities	8,339	8,804	(465)	(5.3)
Net assets	76,876	72,357	4,519	6.2
Cash and bank balances	6,594	10,579	(3,985)	(37.7)
<strong>Financial Ratios</strong>				
Current ratio (times)	8.16	6.50	1.66	25.5
Gearing ratio (times)	0.04	0.03	0.01	33.3
Net assets per share (RM)	0.39	0.37	0.02	5.4

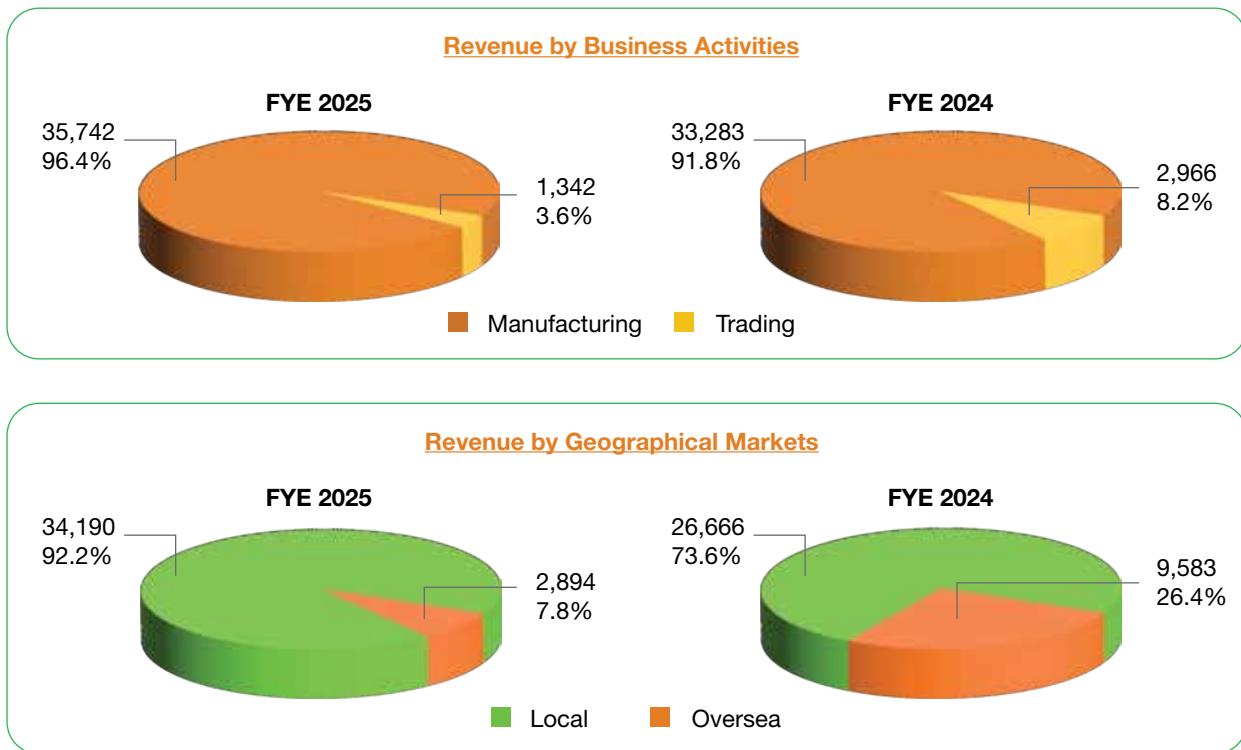
## MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

### 2. FINANCIAL REVIEW (CONT'D)

#### 2.1 Financial Performance Review (Cont'd)

Driven by continued growth in the manufacturing sector and sustained demand from our diverse customer base, FYE 2025 was a highly successful year for the Group, with both revenue and profitability reaching record levels.

Our revenue segmentation by business activities and geographical markets for both FYE 2025 and FYE 2024 is illustrated as follows: -



For FYE 2025, revenue from manufacturing segment increasing by RM2.46 million or 7.4%, from RM33.28 million in FYE 2024 to RM35.74 million. The growth reflects increasing of customer demand and the Group's continued focus on strengthening its manufacturing capabilities.

Conversely, the trading segment recorded a decline of RM1.62 million, or 54.8%, from RM2.97 million in FYE 2024 to RM1.34 million in FYE 2025, due to lower trading activities as resources were channelled toward higher-margin manufacturing operations.

Domestic sales increased significantly by RM7.52 million or 28.2%, rising from RM26.67 million in FYE 2024 to RM34.19 million in FYE 2025. This strong performance was driven by higher order volumes from local customers and an expansion of our manufacturing output to meet domestic demand.

Overseas revenue, however, decreased by RM6.69 million or 69.8%, from RM9.58 million in FYE 2024 to RM2.89 million in FYE 2025. The decline was mainly attributable to reduced export sales arising due to lower demand from overseas customers.

Despite the lower contribution from overseas markets, the robust growth in domestic sales enabled the Group to deliver an overall improvement in revenue for FYE 2025.

Overall, the Group recorded a total revenue of RM37.08 million for FYE 2025, representing an increase of RM0.83 million or 2.3% compared to RM36.25 million in FYE 2024.

## MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

### 2. FINANCIAL REVIEW (CONT'D)

#### 2.1 Financial Performance Review (Cont'd)

The Group's gross profit ("GP") decreased by RM0.81 million or 4.4%, from RM18.49 million in FYE 2024 to RM17.68 million in FYE 2025, resulting in a GP margin of 47.7% (FYE 2024: 51.0%). The decrease was primarily due to higher production costs as the majority of raw materials are sourced from overseas, the weakening of the MYR, which increased the cost of imported materials; and slower sales, particularly in the export market.

The Group's profit before tax ("PBT") increased by RM0.51 million or 5.4%, from RM9.50 million in FYE 2024 to RM10.01 million in FYE 2025. The improvement in PBT was mainly driven by lower finance costs during the year.

Net of taxation, the Group recorded a profit after tax ("PAT") of RM7.27 million in FYE 2025, representing a marginal increase of RM0.85 million or 1.2% compared to RM7.18 million in FYE 2024.

Accordingly, our overall PBT and PAT margins improved by 5.4% and 1.2% respectively in FYE 2025.

#### 2.2 Financial Position Review

The Group's total assets increased by RM4.05 million, or 5.0%, from RM81.16 million to RM85.21 million over the same period. The increase was mainly attributable to higher other receivables arising from payment made during FYE 2025 for the acquisition of a new subsidiary, Shin Fuji with completion in 1Q FYE 2026, as well as additional increases in other investments.

Total liabilities decreased slightly by RM0.46 million or 5.3%, from RM8.80 million as at 31 August 2024 to RM8.34 million as at 31 August 2025. The reduction was primarily driven by a decrease in other payables.

As a result, the Group recorded an overall increase in net assets of RM4.52 million or 6.2%, rising from RM72.36 million as at 31 August 2024 to RM76.88 million as at 31 August 2025.

Following changes in the Group's financial position, the current ratio improved to approximately 8.16 times as at 31 August 2025, compared to 6.50 times as at 31 August 2024, reflecting the Group's strengthened liquidity position. Meanwhile, the Group's gearing ratio remained low at 0.03 times and 0.04 times in both FYE 2024 and FYE 2025, reflecting the Group's lower level of debt reliance.

#### 2.3 Statement of Cash Flows Review

	FYE 2025	FYE 2024	Variance	
	RM'000	RM'000	RM'000	%
Net cash generated from operating activities	6,399	9,682	(3,283)	(33.9)
Net cash used in investing activities	(6,685)	(14,989)	8,304	(55.4)
Net cash used in financing activities	(3,572)	(25,807)	22,235	(86.2)
<b>Net decrease in cash and cash equivalents</b>	<b>(3,858)</b>	<b>(31,114)</b>	<b>27,256</b>	<b>(87.6)</b>
Effect of exchange rate changes	(127)	(176)		
Cash and cash equivalents at the beginning of financial year	10,579	41,869		
<b>Cash and cash equivalents at the end of financial year</b>	<b>6,594</b>	<b>10,579</b>	<b>(3,985)</b>	<b>(37.7)</b>

## MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

### 2. FINANCIAL REVIEW (CONT'D)

#### 2.3 Statement of Cash Flows Review (Cont'd)

As at 31 August 2025, our Group generated a positive net operating cash flow of RM6.40 million, recording a decrease of RM3.28 million or 33.9% from the positive net operating cash flow of RM9.68 million generated in FYE 2024. This decreased was mainly driven by the increase in receivables and the decrease in payables, which resulted in more cash being tied up in working capital.

Net cash used in investing activities decreased by RM8.30 million, or 55.4%, from RM14.99 million as at 31 August 2024 to RM6.69 million as at 31 August 2025. The Group adopted a more conservative approach to investments and asset purchases, with a clear focus on preserving cash and managing liquidity prudently.

As of 31 August 2025, the Group recorded net cash used in financing activities of RM3.57 million, compared to net cash generated from financing activities of RM25.81 million as of 31 August 2024, representing a significant decrease of RM22.24 million, or 86.2%. This decline was primarily driven by borrowing in FYE 2025, in contrast to the substantial debt repayments made in FYE 2024.

### 3. KEY RISKS RELATING TO OUR BUSINESS

In the continuously evolving global business environment, our Group remains exposed to a range of risks that could impact our operations, financial performance, position, and liquidity. We continue to be guided by our robust Enterprise Risk Management ("ERM") Framework, which integrates comprehensive processes and policies to proactively identify, assess, and manage risks while fostering sustainable growth and resilience.

#### Foreign Currency Exchange Risk

A significant portion of the Group's overseas transactions is denominated in USD and EUR, making it susceptible to currency fluctuations that could impact profitability. The Group manages this risk through a natural hedge strategy and continuous monitoring to maintain exposure within acceptable levels.

#### Competitive Pressures from Foreign Market Entrants

Malaysia's strategic location, skilled workforce, and supportive policies attract foreign competitors offering lower-cost products. This creates challenges for local manufacturers, particularly SMEs. Additionally, limited technology transfer from foreign competitors may constrain local talent development and affect competitiveness in global markets.

#### Reliance on Short-Term Customers

The Group's lack of long-term contracts with key customers exposes it to potential revenue volatility. To mitigate this, the Group diversifies its customer base across industries and regions and emphasises value-added products and services to strengthen customer relationships and encourage repeat business.

### 4. FUTURE PROSPECT AND OUTLOOK

The Group's business environment remained challenging during the year, driven by heightened geopolitical and trade tensions, ongoing tariff adjustment, and intense competition from overseas, particularly from China. These external pressures continued to weigh on both domestic and export-oriented segments, heightening the competitive landscape the Group faces locally and abroad.

Driven by the supply and demand dynamics in Malaysia and other regions, along with broader global market growth, the Group remains committed to maintain its focus on cost management, product innovation and efficiency improvements across our operations to sustain our competitiveness within the industry.

## MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

### 4. FUTURE PROSPECT AND OUTLOOK (CONT'D)

In response to these market dynamics and rising competition, the Group continue to capitalise on its strong manufacturing foundation and die-cutting expertise to expand into new markets and strengthen our competitive position. We aim to further enhance our technical capabilities and deliver customised solutions that offer greater value and service to our customers. Moreover, through strategic acquisitions and diversification into vertical downstream industries, the Group is able to offer comprehensive one-stop solution, unlocking access to new market segments and supporting long-term growth.

In summary, the Group remain cautiously optimistic as we navigate the dynamic and competitive landscape for FYE 2026, supported by our strong manufacturing foundation, strategic diversification initiatives, and prudent financial management. We remain focused on driving sustainable business growth, improving operational efficiencies, and create long-term value for our stakeholders. By leveraging synergies across our operations, investing in innovative solutions, and expanding into complementary markets such as printing, the Group will continue to strengthen its competitive position, and deliver sustainable growth in an increasingly challenging market environment.

### 5. CAPITAL STRUCTURE, RESOURCES AND EXPENDITURE

As of 31 August 2025, the Company's share capital stands at RM57.70 million, comprising 194,573,000 ordinary shares. Barring any unforeseen circumstances, the Company has sufficient working capital to meet its budgeted requirements, supported by cash and cash equivalents of RM6.59 million and a current ratio of 8.16 times as at 31 August 2025.

The Group acquired a new subsidiary with an investment of RM3.00 million as at 30 November 2025 and allocated RM0.49 million in capital expenditure to purchase additional machinery, including a Computer Numerical Control (CNC) milling machine and and lipping machines, to enhance its production capabilities.

As at 31 August 2025, the Group does not have any capital commitments.

### 6. DIVIDEND

Our Group does not have a formal dividend policy. Any declaration of dividends is at the discretion of the Board, subject to the requirements of the Companies Act 2016 and various factors, such as operating cash flow, capital expenditure requirements, financial performance and commitments.

In FYE 2025, the Board declared two (2) single-tier interim dividends, totalling RM0.0125 per ordinary share and RM2.43 million of total payout. The two (2) dividends paid by CEKD as tabled below: -

	Declaration Date	Dividend per Share (Sen)	Payment Date	Total Dividend Paid (RM'000)
1 <sup>st</sup> interim	21 Nov 2024	0.75	20 Dec 2024	1,459
2 <sup>nd</sup> interim	13 Aug 2025	0.50	26 Sep 2025	973
<b>Total</b>		<b>1.25</b>		<b>2,432</b>

# SUSTAINABILITY STATEMENT

CEKD Group operate in the die-cutting mould manufacturing industry, where precision, reliability and trust form the core of our business. As we continue to uphold these standards, we remain committed to shaping our growth in a responsible and sustainable manner. We recognise that the way we manufacture our moulds has an impact not only within our factory, but also on the environment and the communities connected to us.

As expectations across our industry continue to evolve, we focused on refining our operations to achieve both operational excellence and stronger environmental and social responsibility. From innovative product design and precise measurements to local material sourcing, continuous employee training and regulatory compliance, our sustainability journey is driven by small yet deliberate actions that collectively create lasting impact over time. We believe that every mould we manufacture reflects our dedication to accountability, quality and sustainability.

In this aspect, the Board is pleased to present the Sustainability Statement for the financial year ended FYE 2025 to outline our strategic approach in managing the Group's sustainability risks and opportunities within the context of EESG.



## SCOPE OF THIS STATEMENT



This Sustainability Statement illustrates the overview of CEKD Group's sustainability strategies, initiatives and performance across the EESG pillars for the period from 1 September 2024 to 31 August 2025, unless otherwise specified.

## BASIS OF THIS STATEMENT



Based on all available internal information, this Sustainability Statement was prepared in accordance with Bursa Securities ACE Market Listing Requirements ("AMLR") relating to Sustainability Statement and its Sustainability Guide 3rd Edition. In addition, the United Nations Sustainable Development Goals ("UNSDGs") were also referred as a guideline in mapping our material sustainability matters and formulating our sustainability strategies.

## MATERIAL MATTERS ASSESSMENT



In FYE 2025, we reassessed the Group's material sustainability matters, covering both sustainability risks and opportunities which are most relevant to our Group and various stakeholders within the EESG contexts. Kindly refer to our Material Matters Matrix within this Sustainability Statement for further details.

## FEEDBACK



We encourage feedbacks, suggestions and comments from all stakeholders on this Sustainability Statement or any relevant matters concerned to continuously improve our sustainability measures and reporting standards. Any relevant feedbacks and comments can be directed to [ir@cekd.com.my](mailto:ir@cekd.com.my).

## SUSTAINABILITY STATEMENT

### (CONT'D)

#### OUR SUSTAINABILITY GOVERNANCE STRUCTURE

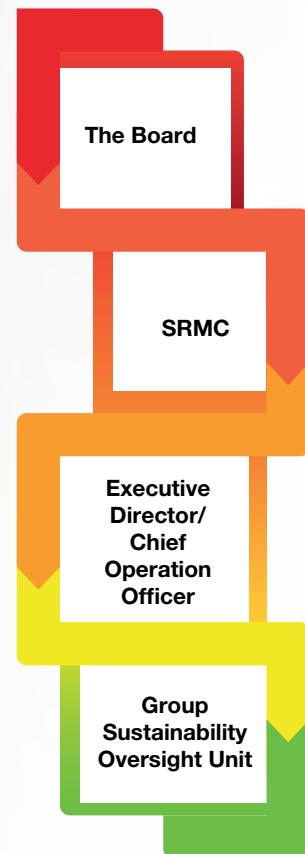
Amid rising sustainability awareness, we understand that meaningful progress goes beyond mere compliance. Our sustainability commitment is therefore anchored in integrating sustainable practices across the Group and throughout our decision-making process. In other words, we strive to drive innovation that reduces environmental impact, creates long-term social value and upholds the highest standards of ethics and integrity to maintain enduring trust with our stakeholders.

Central to our “tone from the top” approach, the Board is ultimately responsible for the Group’s strategic direction and oversight of sustainability matters. To facilitate an effective discharge of responsibilities, the Board has delegated the SRMC to oversee the Group’s sustainability management, including reviewing the Group’s material sustainability risks and opportunities, aligning them with the Group’s overall risk management strategy and monitoring the implementation of sustainability strategies and priorities duly approved by the Board.

This governance structure ensures that sustainability considerations are embedded into both strategic and operational decision-making processes. The detailed duties and responsibilities of the SRMC are disclosed in its Terms of Reference at <https://www.cekd.com.my/policy-disclosures> .

At the operational level, our Executive Director/Chief Operation Officer, Ms. Yap KM, leads the implementation of sustainability initiatives and oversees the Group’s day-to-day operations. Working closely with the Managing Director, Ms. Yap KN the Executive Director/Chief Operation Officer is responsible to develop clear implementation plans and measurable sustainability targets to support the Group’s sustainability priorities. On a semi-annual basis, the Executive Director/Chief Operation Officer reports the following to the SRMC: -

- The Group’s overall material sustainability-related risks and opportunities; and
- The status of the implementation of sustainability-related strategies, along with any recommendations for the revision in sustainability strategy for continuous improvement.



Supporting this, the Group Sustainability Oversight Unit, led by the Executive Director/Chief Operation Officer and comprising of various heads of departments across the Group, plays an integral role in executing the Group’s sustainability agenda. In particular, the Group Sustainability Oversight Unit is entrusted to assess the overall sustainability matters and monitor the implementation of sustainability initiatives under each department’s purview, and report the same to the Executive Director/Chief Operation Officer on a regular basis. This shall ensure that sustainability is not just a top-down directive but a collective responsibility shared across the Group.

To reinforce the importance of sustainability within our governance framework, the Board, through the NC, has incorporated sustainability consideration as one of the criteria in the annual performance evaluation of both the Board and the SRMC. Further information on sustainability-related trainings and performance evaluations is set out in the Company’s Corporate Governance Report and the Corporate Governance Overview Statement within this Annual Report.

## SUSTAINABILITY STATEMENT (CONT'D)

### STAKEHOLDER ENGAGEMENT

In our business, diverse stakeholders are instrumental in shaping how we grow and operate. Therefore, we believe that continuous engagement with our stakeholders enables us to gain valuable insights into their needs, concerns and expectations, thereby strengthening our decision-making process and supporting our pursuit of a sustainable future.

Over the years, our key stakeholder groups identified below have largely remained consistent. In FYE 2025, we engaged with them through the following approaches: -

Stakeholder Groups	Areas of Interest or Concern	Engagement Approaches
<b>Shareholders/ Investors</b> 	<ul style="list-style-type: none"> <li>Business sustainability and profitability</li> <li>Investment risks and returns</li> <li>Financial and operational performance</li> <li>Business expansion plan</li> <li>Corporate governance</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly financial results</li> <li>Annual report</li> <li>General meetings</li> <li>Company website</li> <li>Announcements made on Bursa Securities website</li> </ul>
<b>Employees</b> 	<ul style="list-style-type: none"> <li>Career growth and opportunities</li> <li>Competitive remuneration and benefit packages</li> <li>Occupational health and safety ("OSH")</li> <li>Talent management</li> </ul>	<ul style="list-style-type: none"> <li>Performance appraisal</li> <li>Internal meetings</li> <li>Engagement with Management</li> <li>Training and development programmes</li> <li>Company activities and events</li> </ul>
<b>Customers</b> 	<ul style="list-style-type: none"> <li>Quality products and services</li> <li>Competitive pricing</li> <li>On-time delivery</li> </ul>	<ul style="list-style-type: none"> <li>Site visit</li> <li>Customer feedback survey</li> <li>Company website</li> </ul>
<b>Suppliers</b> 	<ul style="list-style-type: none"> <li>Long-term business relationship</li> <li>Transparent procurement practices</li> <li>Suppliers' selection and evaluation</li> <li>Credit terms and timely payments</li> </ul>	<ul style="list-style-type: none"> <li>Email communication</li> <li>Face-to-face communication</li> <li>Supplier evaluation</li> </ul>
<b>Government/ Regulators</b> 	<ul style="list-style-type: none"> <li>Regulatory compliance</li> <li>Corporate governance</li> <li>OSH</li> <li>Timely and transparent disclosures</li> </ul>	<ul style="list-style-type: none"> <li>Compliance audit</li> <li>Announcements made on Bursa Securities website</li> </ul>
<b>Community</b> 	<ul style="list-style-type: none"> <li>Local employment creation</li> <li>Local economy support</li> <li>Community wellbeing</li> <li>Environmental impact from business operations</li> </ul>	<ul style="list-style-type: none"> <li>Company website</li> <li>Community outreach</li> </ul>
<b>Analyst/Media</b> 	<ul style="list-style-type: none"> <li>Share price performance</li> <li>Financial and operational performance</li> <li>Business expansion plan</li> <li>Corporate governance</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly financial results</li> <li>Annual report</li> <li>General meetings</li> <li>Company website</li> <li>Announcements made on Bursa Securities website</li> </ul>

# SUSTAINABILITY STATEMENT

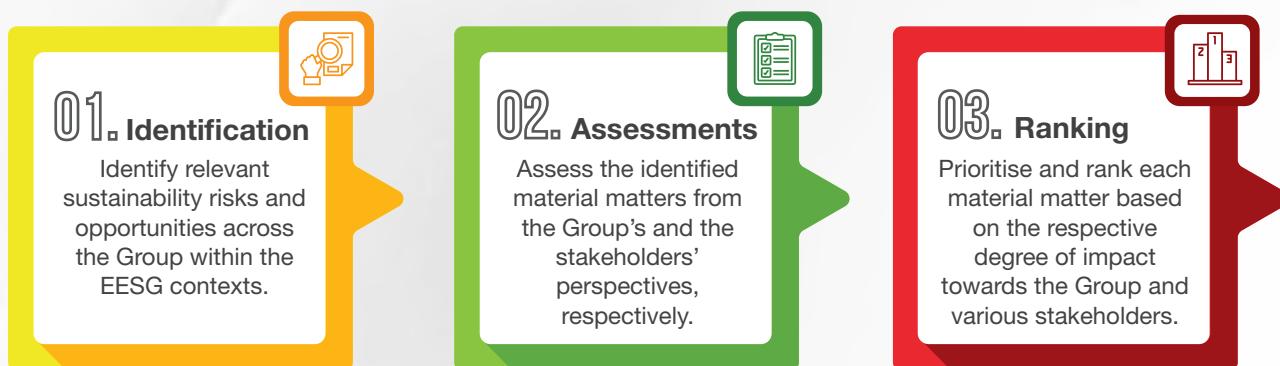
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### MATERIAL MATTERS ASSESSMENT AND SUSTAINABILITY STRATEGIES

#### Material Matters Assessment Process

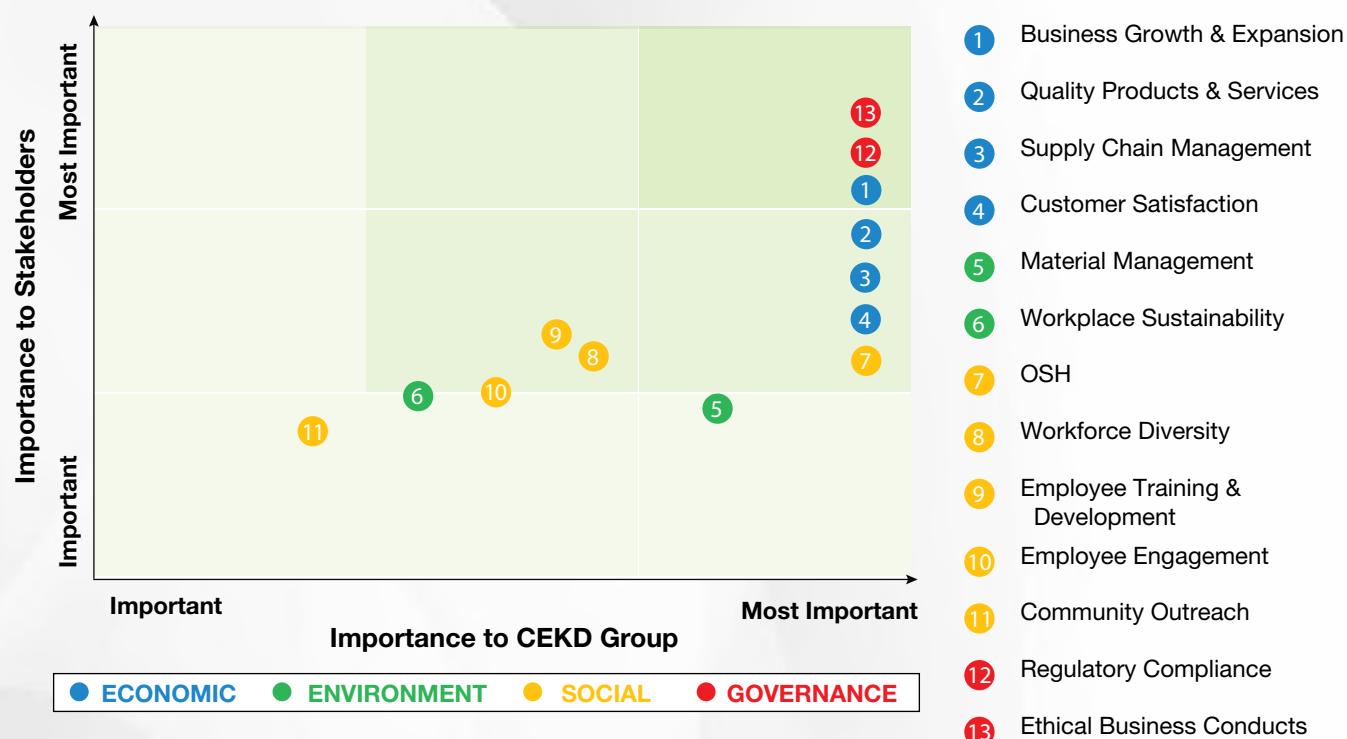
In navigating the dynamic and evolving sustainability landscape, we recognise that identifying what matters the most is essential in shaping our Group's strategic decisions and ensuring that our resources are directed to where they can create the greatest impact. To ensure that our sustainability efforts remain relevant and impactful to both our Group and various stakeholders, we conduct thorough material matters assessment to identify and prioritise our Group's key EESG matters in alignment with our stakeholders' needs, business priorities as well as the broader market dynamics.

During FYE 2025, we conducted our annual material matters assessment using the same approach as outlined below: -



#### Material Matters Matrix

In FYE 2025, we reviewed and reassessed the sustainability matters identified in previous financial year to ensure their continued relevance. Following the material matters assessment, we concluded that all matters remain relevant and significant to both our Group and various stakeholders. Accordingly, we have retained the same thirteen (13) material matters this year, scaling from "Important" to "Most Important", as illustrated in the Material Matters Matrix below: -

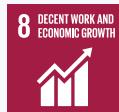


## SUSTAINABILITY STATEMENT (CONT'D)

### MATERIAL MATTERS ASSESSMENT AND SUSTAINABILITY STRATEGIES (CONT'D)

#### Sustainability Strategies and Mapping of UNSDGs

Based on the material matters identified, we have developed several sustainability strategies to effectively address our Group's sustainability risks and opportunities, while aligning with the UNSDGs to remain align with global sustainability efforts. For FYE 2025, our sustainability strategies have been mapped to five (5) relevant UNSDGs as follows: -

	Material Matters	Sustainability Strategies	UNSDG
ECONOMIC	<ul style="list-style-type: none"> <li>Business Growth &amp; Expansion</li> <li>Quality Products &amp; Services</li> <li>Supply Chain Management</li> <li>Customer Satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>Pursue strategic business expansion alongside operational efficiency to ensure sustainable growth and optimise long-term value creation.</li> <li>Leverage on digital marketing to promote both business and environmental sustainability.</li> <li>Engage consistently with suppliers to maintain efficient supply chain, while reinforcing support for local economic development.</li> <li>Understand customers' needs and expectations through customer satisfaction survey for continuous improvements.</li> </ul>	 <b>8</b> DECENT WORK AND ECONOMIC GROWTH
ENVIRONMENT	<ul style="list-style-type: none"> <li>Material Management</li> <li>Workplace Sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Select and utilise sustainable raw materials to minimise adverse environmental impacts arising from our operations.</li> <li>Encourage green initiatives in office and factory to preserve the environment.</li> </ul>	 <b>12</b> RESPONSIBLE CONSUMPTION AND PRODUCTION
SOCIAL	<ul style="list-style-type: none"> <li>OSH</li> <li>Workforce Diversity</li> <li>Employee Training &amp; Development</li> <li>Employee Engagement</li> <li>Community Outreach</li> </ul>	<ul style="list-style-type: none"> <li>Maintain a safe, conducive and inclusive workplace to motivate and retain the right talent.</li> <li>Conduct training programmes to enhance our employees' skills and knowledge.</li> <li>Organise company activities and events to foster bonding amongst employees and the Group.</li> <li>Contribute to the enrichment and wellbeing of our local community.</li> </ul>	 <b>5</b> GENDER EQUALITY
GOVERNANCE	<ul style="list-style-type: none"> <li>Regulatory Compliance</li> <li>Ethical Business Conducts</li> </ul>	<ul style="list-style-type: none"> <li>Adhere to policies and procedures to uphold sound and robust corporate governance.</li> </ul>	 <b>16</b> PEACE AND JUSTICE, STRONG INSTITUTIONS

## SUSTAINABILITY STATEMENT

(CONT'D)

### ECONOMIC

### ENVIRONMENT

### SOCIAL

### GOVERNANCE



#### BUSINESS GROWTH & EXPANSION

*Objective: To achieve continuous business growth*

#### Revenue (RM'000)



#### Revenue in FYE 2025

**RM37.08 mil**

↑ 2.3%



#### Profit After Tax in FYE 2025

**RM7.27 mil**

↑ 1.2%



FYE 2025 marked a notable chapter in our Group's growth journey. Against a backdrop of global geopolitical uncertainties and intensifying industry competition, we achieved a record-high revenue of RM37.08 million this year, reflecting our Group's resilience and sustained growth momentum in pursuing long-term sustainability.

Guided by UNSDG Target 8.1, we continued to implement initiatives that strengthen our market position and enhance operational efficiency, while ensuring that the Group remains aligned with global trends to capitalise on emerging opportunities. During FYE 2025, our key business expansion strategies in supporting economic resilience and sustainable business growth were as follows:

#### 1. Strategic Entry into Label Printing

During FYE 2025, we remained focused on expanding our business portfolio and exploring strategic acquisitions that complement our existing capabilities. On 13 August 2025, the Company entered into a conditional share sale agreement to acquire the entire equity interest in Shin Fuji, an accredited label-solutions provider certified with International Organisation for Standardisation ("ISO") 9001 and ISO 140001. This acquisition, which completed on 4 September 2025, marks our strategic entry into the label printing industry, enabling us to expand our product portfolio, tap into new customer segments and unlock future growth opportunities.

The label printing industry plays a pivotal role in today's business environment by providing labelling solutions that are essential for product identification, branding, regulatory compliance and supply chain management. With demand coming from diverse sectors such as fastmoving consumer goods, pharmaceuticals, electronics and logistics, the label printing industry is evolving rapidly, driven by advancements in printing technology and a rising focus for sustainable and innovative labelling solutions. As a manufacturer and distributor of high quality self-adhesive and specialty labels, Shin Fuji is well-positioned to meet this growing demand.

By bringing Shin Fuji into the fold, our Group gains immediate access to its well-established and diverse customer base, providing us a competitive advantage as well as a ready platform for accelerated market penetration and sustainable revenue growth. Our Group's existing expertise in precision die-cutting mould technology also complements Shin Fuji's operations. By combining these complementary capabilities, this vertical integration allows our Group to offer comprehensive end-to-end labelling solutions while driving improvements in our operational efficiency through streamlined workflows, reduced lead times and better quality control.

#### TARGET 8.1



SUSTAINABLE  
ECONOMIC GROWTH

## SUSTAINABILITY STATEMENT (CONT'D)

### ECONOMIC

### ENVIRONMENT

### SOCIAL

### GOVERNANCE



#### BUSINESS GROWTH & EXPANSION (CONT'D)

*Objective: To achieve continuous business growth (Cont'd)*

##### 1. Strategic Entry into Label Printing (Cont'd)

Looking ahead, the integration of Shin Fuji is expected to generate operational synergies, strengthen our Group's competitive edge and position us for sustained growth in this dynamic and evolving industry.

##### 2. Investment in Production Capacity and Capabilities

Amidst a challenging global economic landscape, continuous improvement remains an unwavering priority that forms the foundation for our Group's sustainable growth. Following the acquisition of a 1½-storey light industrial shop lot in Seri Kembangan during FYE 2024, the manufacturing space of Worldwide Die Cutting Mould Sdn Bhd increased by 53.7%, providing us with additional capacity to accommodate higher production volumes and support future business expansion.

Building on the expanded factory floor area, we also invested RM0.49 million in capital expenditure for the purchase of additional machineries including computer numerical control ("CNC") milling machine and lipping machines to enhance our production capabilities. These enhancements strengthen our competitiveness by expanding production capacity, streamlining workflows and improving production speed, enabling us to respond to dynamic market conditions with shorter delivery lead time.

##### 3. Deepening Market Insight Through Global Trade Participation

To strengthen our market visibility and sharpen our competitive edge, we place strong emphasis on active participation in exhibitions and trade events. These platforms are more than just showcases as they also serve as strategic touchpoints with other industry peers for gaining exposure to emerging technologies, product innovations and potential business collaboration opportunities.

During FYE 2025, our Directors and Key Senior Management participated in several printing and packaging exhibitions across various countries including Malaysia, China and Indonesia. These engagements provided valuable first-hand insights into the latest industry trends and technological developments, enabling our leadership team to better anticipate the market shifts more effectively. This strategic foresight plays a vital role in guiding our investment priorities, refining our product offerings and identifying areas where we can enhance operational efficiencies and capabilities.

By continuously staying abreast with industry evolution, our Group is able to innovate with purpose, allocate resources more effectively, thereby remaining agile and well-positioned to meet our customers' needs and expectations.

##### 4. Embedding Sustainability Across Operations

As part of our ongoing commitment to responsible business practices, we continued to integrate sustainability considerations into our advertising and marketing activities to support environmental preservation and long-term competitiveness. Guided by UNSDG Target 12.2, we continued to transition from traditional printed brochures to digital communication channels. This includes the distribution of e-newsletters and the use of our Company website and social media platforms including WhatsApp, to share our product information, promotional materials and updates with customers.

This digital transformation not only enhances the efficiency and timeliness of information dissemination but also enables the Group to reach a broader customer base without geographical boundaries. More importantly, this digital approach reduces our reliance on paper-based materials, thereby lowering our carbon footprint and contributing to our environmental conservation efforts.



## SUSTAINABILITY STATEMENT

(CONT'D)

### ECONOMIC

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#### QUALITY PRODUCT & SERVICES

*Objectives:* - To deliver quality products and services consistently  
 - To maintain ISO and Bobst certifications continuously

At CEKD Group, quality control and assurance remain integral to our operational excellence, enabling us to stand out in the industry. Our commitment to delivering high-quality die-cutting solutions is reflected in our focus on precision, durability and sustainability, supported by the implementation of a robust quality management framework and the recognition of industry certifications.

In line with our quality assurance management policy, all employees are required to conduct thorough quality inspections throughout our production process to ensure that our products consistently meet the Group's stringent quality standards and our customers' expectations. The three (3) main processes in monitoring the quality of our products are illustrated as follows: -

1	2	3
Incoming Quality	In-Process Quality	Outgoing Quality
Prior to accepting any incoming raw materials, production supervisors are responsible to conduct sampling checks on incoming raw materials to ensure that their condition and quality conform to our established standards and expectations.	Throughout the production process, random quality checks are carried out to verify the use of correct raw materials as well as the accuracy of rule joints and size of cut-out shapes to ensure that the product quality is consistently monitored and controlled within the required standards.	Before dispatching the finished products to customers, final quality checks are carried out to ensure that both the products and their packaging condition comply with our prescribed quality standards and requirements.

Our steadfast commitment to quality is reflected in the recognition of our quality management system under ISO 9001:2015 since 2006 under the scope of "manufacture of die cut mould, tool and die excluding design and development".

Furthermore, we take pride in being the only die-maker in Southeast Asia certified by Bobst, an internationally recognised Switzerland-based die-cutting manufacturer with a large global presence over a century of industry expertise. This certification underscores our pursuit of excellence and reinforces our leadership position within the die-cutting industry.



ISO 9001:2015



Bobst Certification

In line with our commitment to quality products and services, we recognise that continuous training and improvement are essential to maintaining high standards. In this regard, our employees participated the Bobst SPO High Performance Tooling training programme, focusing on advanced technical knowledge on optimising Bobst SPO die-cutter machine to enhance die-cutting efficiency, precision and overall operational excellence. Additionally, our technical sales and Computer Aided Design ("CAD") teams participated in an in-house CITO Rubber Training, further enhancing our technical competencies in die-cut rubber applications.

# SUSTAINABILITY STATEMENT

## W(CONT'D)

### ECONOMIC

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#### SUPPLY CHAIN MANAGEMENT

*Objectives:* - To source from suppliers that meet our stringent requirements  
- To support local purchases, where viable

Against the backdrop of geopolitical uncertainties, effective supply chain management remains essential to sustain smooth and resilient operations. We firmly believe that the quality of our products and services begins at the source, with the materials we select and the suppliers we partner with. Guided by this principle, we work closely with trusted suppliers who meet our stringent quality standards and ISO 9001:2015 requirements.

To this end, we conduct annual evaluation on our suppliers to assess their performance in terms of quality/workmanship, cost, delivery time and service. Any suppliers who do not meet our standards and requirements will either be ruled out or re-evaluated in the following year or before the next purchase to assess and determine whether their improvements have aligned to our requirements. For FYE 2025, we are pleased to report that all our suppliers have met our stringent standards and requirements, demonstrating the resilience and high quality of our supply chain as well as the effectiveness of our supply chain quality control.

Beyond quality assurance, responsible sourcing is also another key consideration in ensuring that our operations are both resilient and sustainable. While quality and reliability form the foundation of our supply chain management, we also recognise the importance of working with suppliers who share our commitment to responsible business conduct. In this aspect, we prioritise the selection of suppliers who uphold ethical labour practices, environmentally friendly operations and robust governance frameworks, whenever feasible. By aligning our procurement decisions with these sustainability values, we aim to achieve the following objectives: -

Enhance Environmental Stewardship	Promote Social Responsibility	Uphold Governance Standards
Work with suppliers focused on reducing carbon emissions, minimising waste and adopting sustainable production methods.	Ensure fair labour practices and equitable treatment across our supply chain, contributing to community development and diversity.	Collaborate with suppliers that operate transparently, comply with legal standards and maintain ethical business practices.

Meanwhile, we collaborate closely with our suppliers through bulk purchase arrangements with deliveries directed to our centralised warehouse at Jalan Kelang Lama, Kuala Lumpur. This arrangement allows us to distribute raw materials across our operations on a planned monthly or bi-monthly schedule, thereby managing our overall material footprint more efficiently in line with UNSDG Target 12.2. By managing inventory centrally, we are also able to avoid over-ordering and minimise material waste. This shall enhance the overall supply chain efficiency while ensuring timely delivery and support to our customers.

In addition, as part of our commitment to UNSDG Target 8.1, we continue to prioritise the sourcing of raw materials and services from local suppliers to support sustainable economic growth within our community. While certain raw materials have to be procured internationally due to the limited availability in Malaysia, we remain committed to sourcing locally, whenever possible. For FYE 2025, approximately 58% of our purchases were sourced locally, reflecting our ongoing efforts to strengthen the domestic supply chains and contribute to the local economy.

Through our proactive supply chain management, we are proud to report that our operations ran smoothly without any disruption during FYE 2025, reflecting our unwavering commitment to efficiency, reliability and high-quality standards that define our products and services.



## SUSTAINABILITY STATEMENT

(CONT'D)

### ECONOMIC

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#### CUSTOMER SATISFACTION

*Objective: To meet various Quality Objectives with a minimum score of 3.0 respectively*

In today's dynamic market, where customer preferences and expectations evolve rapidly, customer satisfaction remains central to our long-term resilience and underpins the foundation of our business. Recognising that high level of customer satisfaction is key to fostering loyalty and supporting our sustainable business growth, we place strong emphasis on understanding and meeting our customers' needs and expectations.

As at 31 August 2025, we have proudly served over 1,830 customers, some of whom have been with us for more than ten (10) years. Their continued trust and confidence in our products and services not only reflects the quality and reliability we deliver, but also our ongoing commitment to building meaningful, long-term relationships with our customers.

**Served more than**

**1,830** customers



As at 31 August 2025

During FYE 2025, we have continued to support and improve our customers' experience through the following strategies: -

#### Customised Product Solutions



We recognise that every customer's product design and material requirements are unique. To support this, we offer customised die-cutting mould solutions tailored to each customer's operational needs and applications. Our technical sales and CAD teams work closely with customers from the design stage to understand product dimensions and performance expectations before developing the suitable die cut mould with optimal cutting precision and consistency.

#### Direct Distribution Strategy



By delivering products directly to customers without intermediaries such as distributors, agents and/or dealers, our direct distribution strategy enables us to understand their needs and expectations more effectively. This approach also allows us to respond to customers' feedback and enquiries promptly, contributing to smoother communication and better customer experience.

#### Efficient Lead Time



In today's fast-moving business environment, speed and responsiveness are the key decision factors for our customers. In this regard, we have streamlined our internal workflows to ensure efficient lead times from customer order to product delivery. Generally, we target to provide our customers with the initial product design drawings within one (1) to two (2) business days upon request, enabling them to review the designs promptly and reducing the overall lead time.

#### Technical Support



Our technical sales team provides technical support through regular site visits and after-sales services, including customised upgrade and modification, product training, as well as repair and maintenance services. We believe that this proactive approach is effective to support our customers in adopting our products efficiently and effectively.

## SUSTAINABILITY STATEMENT (CONT'D)

### ECONOMIC

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#### CUSTOMER SATISFACTION (CONT'D)

*Objective: To meet various Quality Objectives with a minimum score of 3.0 respectively (Cont'd)*

In addition, we also emphasize on product assurance and continuous improvement, both of which are closely supported by customer feedback. By valuing two-way communication, regardless of positive or negative response, we take all feedbacks and comments constructively to enhance our products and services. All customer enquiries, feedback and comments shall be addressed and responded within a target of two (2) working days.

Each year, we conduct customer survey to assess our customers' satisfaction level and ensure that the quality of our products and services, along with our customer engagement strategies continue to meet evolving needs and expectations. The survey outcome also offers valuable insights to help us identify potential areas for improvement.

We continue to adopt a rating approach of "Excellent, Good, Fair or Poor" in our customer survey, covering several Quality Objectives such as quality of products and services, delivery speed, responsiveness and sense of urgency, as well as product variety. We aim to achieve a minimum average score of 3.0 for each Quality Objectives. For FYE 2025, we are pleased to report that all our Quality Objectives were met, with strong performance recorded across all key areas as follows: -

#### Annual Customer Survey (Quality Objective Achievement in FYE 2025)



For FYE 2025, we are also glad to report that we did not receive any complaints from our customers. Moving forward, we aim to build on this momentum by continuing to listen, adapt and deliver solutions that drive sustainable value for our customers.

# SUSTAINABILITY STATEMENT

(CONT'D)

## ECONOMIC

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### MATERIAL MANAGEMENT

*Objectives:* - To ensure the raw materials used in our production processes are safe, reliable and meet the relevant regulatory standards  
- To minimise the waste produced

Effective material management is central to our efforts to minimise environmental impact and maximise resources efficiency. Guided by UNSDG Target 12.2, we are committed to responsible sourcing and the efficient utilisation of materials to support a sustainable economy.

Our commitment to sustainability begins with the raw materials we use, ensuring they meet high standard of quality, safety and environmental responsibility. During FYE 2025, materials such as wood, rubber and cutting ruler were sent to Eurofins NM Laboratory Sdn Bhd for sampling tests to verify their environmental friendliness, safety and compliance with regulatory requirements, reinforcing our dedication to sustainability practices.



Beyond responsible sourcing, our commitment to sustainability also extends to our manufacturing processes. By incorporating innovative designs and taking precise measurements in every die-cutting layout, we enhance production efficiency while reducing surplus and offcuts.

In addition, we ensure that all recyclable waste is properly recycled to maximise resource recovery. For non-recyclable waste such as hydraulic oil and waste acid, we take all necessary precautions by safely storing and disposing them through licensed scheduled waste contractors, in accordance with the Environmental Quality (Scheduled Wastes) Regulations 2005. We are pleased to report that during FYE 2025, no fines or non-monetary sanctions were incurred for non-compliance with environmental laws and regulations.



### WORKPLACE SUSTAINABILITY

*Objective:* To promote environmental sustainability within workplace

In line with our commitment to environmental stewardship, we continued to strengthen our sustainability practices across all operations by integrating the following eco-friendly practices in the workplace, aimed at minimising our ecological footprint and fostering a more sustainable work environment: -



- Switch off electrical appliances and lights when not in use to conserve energy;
- Install light switch timers in common office areas to improve energy efficiency;
- Utilise battery-powered forklifts in factories to eliminate the use of fossil fuels and reduce harmful gas emissions;
- Encourage employees to carpool, use public transport for business travel and opt for virtual meetings whenever possible to lower our carbon footprint; and
- Practise the 3Rs (Reduce, Reuse, Recycle) in both offices and factories in line with UNSDG Target 12.5.

This year, we introduced an additional workplace sustainability measure by investing RM98,000 in the installation of solar panels at our factory of Sharp Die Cutting Mould Sdn Bhd, with a total capacity of 53.07 kilowatt peak ("kWp"). This initiative not only reduces our reliance on conventional energy sources and lowers our carbon footprint, but also demonstrates our ongoing commitment to integrating renewable energy solutions into our operations. By harnessing solar power, we aim to contribute to broader environmental objectives, promote energy efficiency, and support a more sustainable future for both our business and the communities in which we operate.

## SUSTAINABILITY STATEMENT (CONT'D)

### ECONOMIC

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#### OCCUPATIONAL SAFETY AND HEALTH

*Objective: To maintain a safe working environment*

At CEKD Group, the health and safety of our employees remain our highest priority. Hence, we are committed to upholding the highest standards of OSH management across all our operations.

In line with UNSDG Target 8.8, we continue to enforce our Health, Safety and Environmental (“HSE”) Policy, which provides a structured framework for our OSH management system. The HSE Policy sets out comprehensive measures and practices to be implemented by all employees across the Group to ensure a safe and healthy working environment, as detailed below: -



#### HSE POLICY

- Provide and maintain a clean and safe working environment for our employees;
- Provide training to our employees to perform their jobs safely;
- Report to the Management for any unhealthy or unsafe working conditions that may affect the employees or the environment and take the relevant corrective measures promptly;
- Plan, evaluate and implement actions aimed at minimising the environmental impact of business operations; and
- All employees must adhere to HSE Policy at all times.

The HSE Policy is reinforced by the Health and Safety Committee, which ensures the effective implementation and ongoing improvement of OSH initiatives. Chaired by the Executive Director/Chief Operation Officer, Ms Yap KM, this committee oversees the Group's overall OSH-related matters in our operations. It includes representatives from key departments such as Human Resources (“HR”) & Administration, Operation and Production, forming a governance framework that promotes the integration of OSH practices across our operation. Through this collaborative structure, the committee identifies potential risks, strengthens safety measures and upholds our commitment to a safe, healthy and sustainable workplace.



In FYE 2025, we are proud to report that our rigorous OSH management practices resulted in zero work-related injuries across our Group. Additionally, no fines or non-monetary sanctions were imposed for any breaches of OSH laws or regulations, reflecting our Group's strong adherence to safety and compliance standards.

As part of our commitment to workplace safety, we recognise that continuous trainings in OSH related matters are essential to equip our employees with the necessary knowledge and skills to support our OSH initiatives. By strengthening their understanding of fundamental safety principles, employees are better prepared to work safely, identify and address potential workplace hazards, use protective equipment correctly and respond effectively to emergencies. Through these efforts, we aim to cultivate a proactive safety culture and foster a safer, healthier and more resilient working environment across the Group.

#### Workplace Injuries

0 reported case  
During FYE 2025



## SUSTAINABILITY STATEMENT (CONT'D)

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#### OCCUPATIONAL SAFETY AND HEALTH (CONT'D)

*Objective: To maintain a safe working environment (Cont'd)*

During FYE 2025, we have organised the following OSH related trainings and activities: -

Date	Topics / Activities
08 October 2024	Safety & Health Training & Ergonomic
18 & 24 October 2024	Medical Check-Up
05 November 2024	Better Health, Better Life
28 – 29 April 2025	Basic Occupational First Aid, Cardiopulmonary Resuscitation ("CPR") & Automated External Defibrillator ("AED") Training



**Safety & Health Training & Ergonomic**



**Better Health, Better Life**



**Medical Check-Up**

## SUSTAINABILITY STATEMENT (CONT'D)

### ECONOMIC

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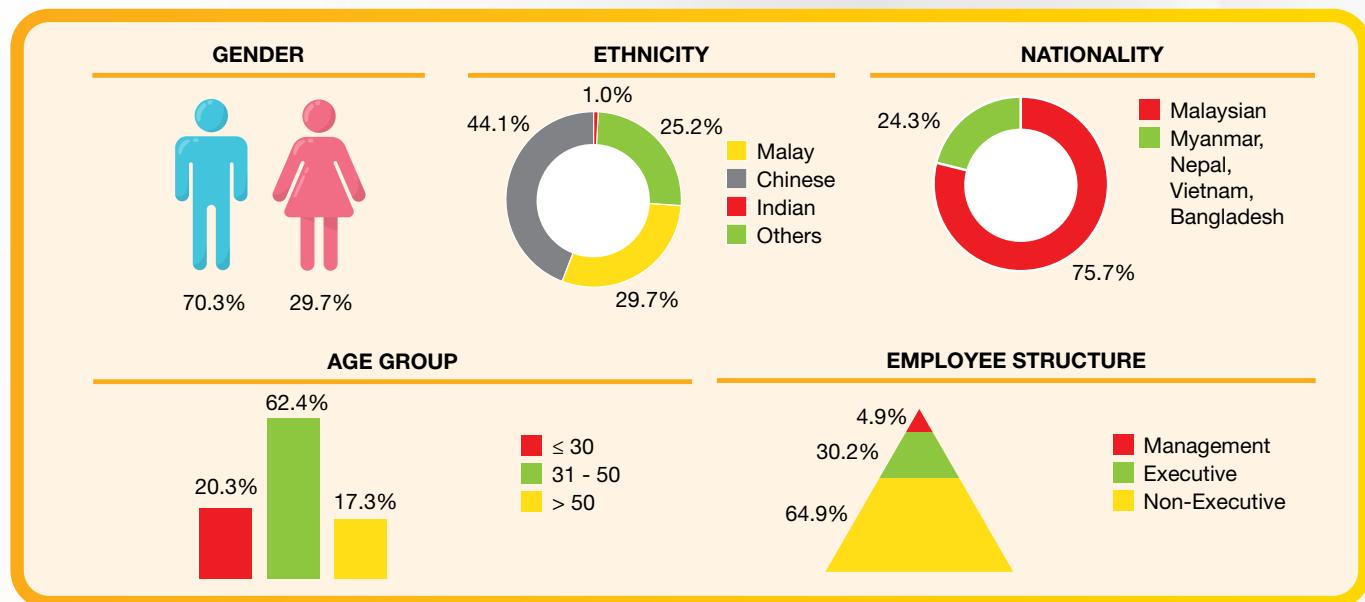


#### WORKFORCE DIVERSITY

*Objective: To manage employee turnover rate within 20.0%*

At CEKD Group, we value our human capital and recognise that they are the cornerstone of our success. By bringing together individuals with diverse experiences, perspectives and skills, we foster an inclusive workplace where everyone can thrive and contribute their unique ideas without fear of prejudice. We firmly believe that a diverse workforce is the driving force behind innovation and progress, sustaining the Group's long-term growth and success.

As at 31 August 2025, our workforce consists of 202 employees from diverse backgrounds, analysed as follows: -



Since FYE 2024, our Group has officially implemented a Gender Diversity Policy in alignment with UNSDG Target 10.3, upholding fair and inclusive employment practices to ensure that all employees are treated equitably and free from discrimination based on gender, age, ethnicity or any other factors. The policy is available on the Company's website at <http://www.cekd.com.my/policy-disclosures> .

We take pride in highlighting that women represent 43% of our Board as at 31 August 2025, underscoring our steadfast commitment to gender diversity at the highest level of our Group in alignment with UNSDG Target 5.5. All our key managerial positions, including the Managing Director, Executive Director/Chief Operation Officer and CFO, are held by women.



**TARGET 5.5**  
ENSURE FULL PARTICIPATION IN LEADERSHIP AND DECISION-MAKING



**TARGET 10.3**  
ENSURE EQUAL OPPORTUNITIES AND END DISCRIMINATION

## SUSTAINABILITY STATEMENT

(CONT'D)

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#### WORKFORCE DIVERSITY (CONT'D)

*Objective: To manage employee turnover rate within 20.0% (Cont'd)*

Recognising the rise in life expectancy and the growing trend of an ageing population, we acknowledge the societal challenges associated with these demographic shifts and remain committed to offering job opportunities to retirees. As at 31 August 2025, individuals aged 60 and above represent 4.0% of our total workforce. We believe that our commitment in age diversity would create a more inclusive and balanced workplace, where the experience and insights of older employees blend with the creativity and enthusiasm of younger team members, fostering the exchange of ideas across generations and strengthening collective growth.

In reaffirming our commitment to valuing human capital, we continue to prioritise employee retention as a critical factor in sustaining the Group's long-term growth. In FYE 2025, we achieved a single-digit employee turnover rate of 7.4%, down from 13.2% in FYE 2024, well within our target turnover rate of within 20.0%. Moving forward, we remain committed to fostering workforce diversity and cultivating an inclusive environment that strengthens our business resilience and supports continued progress.



#### EMPLOYEE TRAINING & DEVELOPMENT

*Objective: To have at least 5.0% of the total employees to attend training annually*

As our business environment continues to evolve, nurturing our employees' skills and capabilities remains a critical component of sustainable growth. Through training and development initiatives, we empower our workforce to deliver superior customer experiences, optimise operational processes and contribute to overall business success.

During FYE 2025, our employees attended the following training and development programmes: -

Date	Topics
18 – 19 September 2024	E-Invoice Mastery for Phase 2 & 3
08 October 2024	Safety & Health Training & Ergonomic
05 November 2024	Better Health, Better Life
12 – 14 November 2024	Budget 2025 with Industrial
14 – 15 February 2025	E-Invoicing Training
28 – 29 April 2025	Basic Occupational First Aid, CPR & AED Training
27 May 2025	Transfer Pricing & Tax Corporate Governance Seminar
29 June – 31 July 2025	Bobst SPO High Performance Tooling Training
01 August 2025	CITO Rubber Training

## SUSTAINABILITY STATEMENT (CONT'D)

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#### EMPLOYEE TRAINING & DEVELOPMENT (CONT'D)

*Objective: To have at least 5.0% of the total employees to attend training annually (Cont'd)*

Apart from formal training sessions, our Group practices hands-on guidance, where junior employees are guided and mentored by their respective seniors or supervisors. This on-the-job training allows colleagues to develop close working relationships quickly, foster effective communication and collaboration. It also provides junior employees with opportunities to pick up practical industry skills rapidly, enabling them to contribute effectively while helping our Group maximise operational efficiency through faster skill development.

During FYE 2025, we invested approximately RM28,000 in various training and development programmes. We leveraged the Human Resources Development Fund ("HRDF") to provide employees with access to a broader range of skill-building opportunities and professional development courses. We are pleased to note that we managed to achieve our target, with at least 5.0% of our total workforce participated in the training and development programmes during FYE 2025.



Bobst SPO High Performance Tooling Training



E-Invoicing Training

## SUSTAINABILITY STATEMENT

(CONT'D)

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#### EMPLOYEE ENGAGEMENT

*Objective: To build a conducive work environment*

At CEKD Group, we believe that employee engagement plays a vital role in building a positive and motivated workforce. Regular company events are organised to strengthen relationships, encourage collaboration and promote a sense of belonging among employees. These initiatives also provide meaningful opportunities for team building, open communication and mutual understanding beyond the workplace. Through such activities, CEKD Group continues to cultivate unity, enhance employee well-being and support the overall growth and success of the organisation.

The employee engagement activities and events carried out during FYE 2025 are outlined as follows: -



#### Sports Day – Badminton

We organised a sports day at Sports Arena Sentosa, Kuala Lumpur on 21 September 2024, featuring badminton activities to promote physical wellbeing, mental health and teamwork, fostering a healthier and more connected workforce.



#### Fun Run

On 10 November 2024, our employees took part in a fun run at Dataran Merdeka, Kuala Lumpur, promoting physical activity, stress relief and team bonding while supporting the overall employee wellbeing.



#### Malaysian Corrugated Carton Manufacturers' Association 33rd Annual Dinner

Our sales team attended the Malaysian Corrugated Carton Manufacturers' Association 33rd Annual Dinner on 14 November 2024, gaining industry insights, expanding professional networks and enhancing the Group's presence in the sector.



#### Overseas Company Trip – Vietnam

An overseas company trip to Vietnam was organised from 29 December 2024 to 1 January 2025, providing employees a chance to recharge, strengthen team cohesion and enjoy a gesture of appreciation from the Company, while supporting morale and long-term resilience.

## SUSTAINABILITY STATEMENT (CONT'D)

### ECONOMIC

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#### EMPLOYEE ENGAGEMENT (CONT'D)

*Objective: To build a conducive work environment (Cont'd)*



##### Annual Dinner

Highlights from one (1) of our Group's Annual Dinner, held on 3 January 2025 at Lagaya, IOI City Mall, showcased a celebration of teamwork and employee contributions, offering an evening of dining, entertainment, and fellowship that fostered stronger connections and renewed motivation.



##### Celebration of Chinese New Year

On 22 January 2025, our employees came together to celebrate the Chinese New Year, sharing festive joy and positive energy. The Lou Sang activity, symbolising abundance and good fortune, added meaning to the celebration as colleagues collectively expressed hopes for success in the year ahead. The celebration created a joyful atmosphere that encouraged connection and appreciation among employees, fostering a refreshed and optimistic start to the new year.



##### Buka Puasa

In celebration of the month of Ramadan, two (2) *Buka Puasa* gatherings were organised on 9 March 2025 at Moxy Putrajaya and 22 March 2025 at The Gardens Hotel. The events brought employees together in a spirit of unity and appreciation, providing a meaningful occasion to strengthen workplace relationships and share the values of compassion and togetherness. These gatherings reflected our commitment to fostering inclusivity, mutual respect and a supportive organisational culture.



##### Local Company Trip – Bentong, Pahang

A local company getaway was organised on 1 June 2025 at Lilla Summer Resort in Bentong, Pahang. The trip allowed employees to relax, reconnect, and enjoy leisure activities, fostering team bonding and a refreshing break from daily routines.



##### Overseas Company Trip – Hatyai, Thailand

Another overseas company trip to Hatyai, Thailand was held on 30 August 2025, offering employees with a relaxed setting to strengthen camaraderie, foster connections, and reinforce unity and motivation within the workforce.

## SUSTAINABILITY STATEMENT

(CONT'D)

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### COMMUNITY OUTREACH

*Objective: To enrich the community*

We recognise that our responsibilities extend beyond business operations and we are committed to drive a meaningful social impact through deliberate actions that benefit society and support the development of our industry. We believe that by supporting the communities, we can inspire positive change that extends well beyond the initial efforts. During FYE 2025, our community outreach initiatives are as follows: -

#### Contribution to Local Welfare



We have made monetary donations to Sunteck Handicapped Welfare Home and Rumah Charis to support their ongoing efforts in improving the well-being of vulnerable groups within the community. Through these contributions, we aim to provide meaningful assistance that enhances access to essential services, promotes social inclusion and supports the overall development of individuals in need.

#### Contribution to Industry Association

In line with our commitment to supporting the broader industry, we have participated in the Malaysian Corrugated Carton Manufacturers' Association 33<sup>rd</sup> Annual Dinner on 14 November 2024 and made a monetary donation to the association. The event offered a valuable opportunity to connect with our peers, foster industry collaboration and support growth, innovation and long-term value for both the industry and the wider economy.



## SUSTAINABILITY STATEMENT (CONT'D)

### ECONOMIC

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#### REGULATORY COMPLIANCE

*Objective: To comply with all applicable laws and regulations*

Recognising the dynamic nature of the regulatory environment, we remain steadfast in our commitment to maintaining strict compliance with all relevant laws, regulations and guidelines that govern our operations. To support this, a detailed set of Standard Operating Procedures ("SOPs") is in place to provide employees with clear guidance in performing their duties and responsibilities effectively, ethically and professionally.

We are committed to fulfilling all applicable regulatory obligations across key areas, including environmental regulations, labour laws and other statutory requirements relevant to our industry. The major laws and regulations relevant to our business operations include: -

##### Laws, Rules and Regulations

- Environment Quality (Scheduled Wastes) Regulations 2005;
- Factories and Machinery Act 1967;
- Employment Act (Amendment) 2022;
- Minimum Wages Order 2022; and
- Occupational Safety and Health Act 1994.

##### Regulatory Non-compliance



**0 case reported**  
In FYE 2025

We are pleased to report that the Group did not incur any fines or penalties from any regulatory authorities for non-compliance with relevant laws and regulations for the FYE 2025.



#### ETHICAL BUSINESS CONDUCTS

*Objective: To instil ethical business dealings and conducts*

At CEKD Group, ethical business conducts serve as the foundation of our business practices in sustaining stakeholder trust and long-term value creation. We strive to build a culture that upholds integrity, transparency and accountability across all levels in the Group.

To this end, we have implemented a comprehensive Code of Conduct and Ethics ("the Code") to serve as a guidance for all levels of our business in maintaining ethical behaviour. All employees are expected to demonstrate professionalism and integrity as well as make ethical decision in line with the Group's vision, mission and motto.

Aligned with UNSDG Target 16.5 and in compliance with the Section 17A of the Malaysian Anti-Corruption Commission ("MACC") Act 2009, we remain steadfast in our zero-tolerance policy against all forms of bribery and corruption. Our Anti-Bribery and Anti-Corruption Policy ("ABC Policy") provides a comprehensive framework to address potential bribery and/or corruption circumstances, while clearly outlining the consequences for any violation.

Meanwhile, we have established a Whistleblowing Policy as a formal channel for all employees and stakeholders to report any suspected or known wrongdoing, malpractices or misconducts across the Group. All reports are investigated independently and whistleblowers are safeguarded from retaliation as stipulated in the Whistleblower Protection Act 2010. By upholding these principles, we continue to build a culture of integrity and responsible conducts across the Group.



## SUSTAINABILITY STATEMENT (CONT'D)

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### ETHICAL BUSINESS CONDUCTS (CONT'D)

*Objective: To instil ethical business dealings and conducts (Cont'd)*

All the Code, ABC Policy and Whistleblowing Policy are made available on the Company's website at <http://www.cekd.com.my/policy-disclosures> for public's reference.

Throughout FYE 2025, the Group maintained full compliance with all applicable laws and regulations. In addition, no whistleblowing report was received during the financial year.

We are also pleased to note that no employees were subjected to disciplinary action or dismissal and no public cases were initiated against the Group or its employees for non-compliance. As such, no fines or penalties were imposed on the Group during the FYE 2025.

**Whistleblowing**



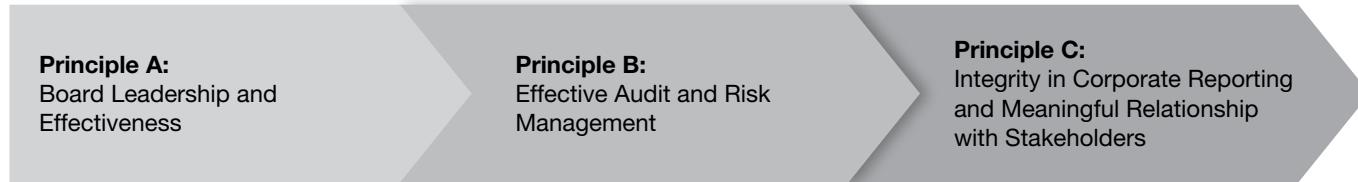
**0 case reported**  
In FYE 2025



# CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board remains committed to upholding strong corporate governance and ethical business practices throughout the Group, adhering to the recommended best practices outlined in the Malaysian Code on Corporate Governance (“MCCG”). The Board believes that these practices are critical for achieving the Group’s long-term success, enhancing shareholders’ value and protecting stakeholders’ interests.

The Board is pleased to present this Corporate Governance (“CG”) Statement, which outlines its initiatives and commitment to fostering good governance across the Group during the FYE 2025. This CG Statement has been prepared in accordance with Rule 15.25(1) and Guidance Note 11 of the AMLR, with reference to the following three (3) core corporate governance principles as guided by the MCCG: -



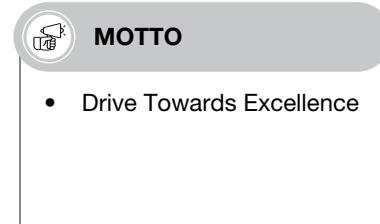
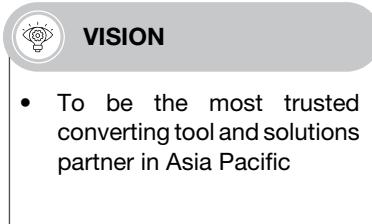
This CG statement should be read conjunction with the Company’s CG Report 2025, which provides further details and explanations on the application of corporate governance practices. The CG Report is available on the Company’s website at <http://www.ckd.com.my/annual-reports> and as well as announcement made via Bursa Securities at <https://www.bursamalaysia.com/>

## PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

### PART I – BOARD RESPONSIBILITIES

#### 1 Board Stewardship

The Board is collectively responsible for overseeing the Group’s strategic direction, plans and objectives, managing key risks, and determining the allocation of resources to ensure the Group’s sustainable development and long-term growth. The functions and responsibilities of the Board are clearly defined in the Charter for the Board of Directors (“Board Charter”), which is available on the Company’s website at <http://www.ckd.com.my/policy-disclosures>. With the interests of shareholders and stakeholders in focus, the Board has articulated the Group’s vision, mission and motto, as follows: –



In alignment with its commitment to promoting the Group’s sustainable growth and resilience, the Board introduced additional sustainability-focused policies during FYE 2025, including the Occupational Safety and Health (“OSHA”) Policy. These initiatives underscore the Board’s dedication to creating a safe, healthy, and compliant work environment that protects people, property, and the organisation itself. The effectiveness of these policies helps ensure that employees work in a safe environment, maintain compliance, improve productivity, and strengthen the Company’s reputation.

To enhance the effectiveness of the Board in discharging its fiduciary duties and responsibilities, the Board has assigned specific duties and authorities to its four (4) Board Committees, namely the AC, NC, RC and SRMC. Each Board Committee fulfils its obligations within the scopes and functions outlined in their respective Terms of Reference, which can be accessed on the Company’s website at <http://www.ckd.com.my/policy-disclosures>.

The Board is led by Dato’ Zulkifli, who serves as the Independent Non-Executive Chairman. He is responsible for providing strategic leadership to the Board, overseeing and ensuring the Board’s overall effectiveness and promoting strong corporate governance practices. The Board Chairman is also responsible to chair and facilitate the Board meetings, encouraging all Directors to engage in discussions and ensuring that all agenda items are comprehensively reviewed and deliberated.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

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

##### 1 Board Stewardship (Cont'd)

The Board is committed to ensure a balance of power and authority within the Company to instil the highest standard of accountability and integrity in governance control. To achieve this, the roles of Board Chairman, Deputy Executive Chairman and Managing Director are held by three (3) distinct individuals with a clear segregation of duties. The Board Chairman, Dato' Zulkifli is primarily responsible for overseeing the Board's overall effectiveness and promoting sound corporate governance. The Deputy Executive Chairman, Mr. Yap, focuses on shaping and driving the Group's overall business strategy and direction, which involves reviewing major investments, formulating business strategies and evaluating significant capital expenditure and financial proposals. Meanwhile, the Managing Director, Ms. Yap KN, is entrusted to oversee the execution and implementation of the Group's strategic plans and policies at operational level, and includes managing day-to-day activities and driving performance across all business units.

In addition, the Board Chairman is not a member of AC, NC and RC. This shall ensure a check and balance control and objective assessments of feedback from the Board Committees as recommended under Practice 1.4 of the MCGC. This structure also safeguards the independence and objectivity during Board and Board Committees' meetings.

During FYE 2025, the Board was effectively supported by two (2) suitably qualified and experienced company secretaries, namely Ms. Teo Soon Mei and Ms. Lim Jia Huey, both of whom are members of the Malaysian Institute of Chartered Secretaries and Administrators ("MAICSA"). They are primarily responsible to provide advice and support the Board, particularly on corporate administrative matters, corporate governance best practices, regulatory compliance and meetings proceedings. The company secretaries were present at all Board and Board Committees' meetings during the FYE 2025.

The Board shall meet at least four (4) times annually, with additional meetings convened as needed in accordance with the Board Charter. During FYE 2025, the Board convened a total of five (5) Board meetings, with the attendance of each Director detailed as below: -

Director	Number of Meetings Held During Director's Tenure of Office	Meeting Attendance	Percentage of Attendance
Dato' Zulkifli Bin Adnan	5	5	100%
Yap Tian Tion	5	5	100%
Yap Kai Ning	5	5	100%
Yap Kai Min	5	5	100%
Datuk Mak Foo Wei	5	4	80%
Chong Chin Look	5	5	100%
Choo Yem Kuen	5	5	100%

All Directors committed their time and attended the Board Meetings held during the FYE 2025. All Directors have fulfilled the attendance requirement set forth in Rule 15.05 of the AMLR.

In facilitating the meetings of Board and Board Committees, the notices of meetings, together with the agenda, minutes of previous meetings and relevant meeting papers are circulated to the Directors at least seven (7) days before the scheduled meetings in accordance to Board Charter adopted by the Company. This practice ensures that all Directors are given sufficient time to review and thoughtfully consider the topics scheduled for discussion and, if necessary, to request and obtain additional information to make informed decisions during the meeting.

Furthermore, all Directors have full and unrestricted access to all information concerning the Group's business and affair. At the Board's discretion, the Directors may also invite Senior Management or external parties to assist in their decision-making process, thereby ensuring the effective discharge of their duties and responsibilities.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

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

##### 2 Delegation of Responsibilities

In line with the practices outlined in the MCCG, the Board has adopted a Board Charter that serves as a guide for Directors in fulfilling and discharging their responsibilities effectively. The Board Charter articulates the structure of the Board and clearly delineates the roles and duties of the Board, Board Committees and Company Secretary, as well as those of the Chairman/Deputy Chairman, Executive Director and Independent Non-Executive Director. This clarity enhances the understanding of authority and establishes well-defined segregation of duties.

The Board Charter is reviewed periodically by the Board and as needed, to ensure consistency with its objectives, responsibilities and any new regulations or changes that may impact the discharge of the Board's responsibilities. The Board Charter is published and available on the Company's website at <http://www.cekd.com.my/policy-disclosures>.

##### 3 Ethics and Integrity

###### 3.1 The Code

The Group is dedicated to conduct its business dealings fairly, impartially and in full compliance with all applicable laws and regulations. To this end, the Board has adopted the Code to address conflicts of interest and prevent the abuse of power, corruption, insider trading, money laundering and violations of laws, rules and regulations. The Code serves as a guideline for employees at all levels regarding their conduct and business practices, thereby upholding the Group's commitment to professionalism, honesty and integrity at all times.

###### 3.2 ABC Policy

In accordance with Section 17A of the MACC Act 2009, the Board has adopted an ABC Policy to uphold integrity, honesty and transparency in its business operations. The Group is firmly committed to a zero-tolerance stance against all forms of bribery and corruption. The ABC policy serves as essential guidance for Directors and employees to effectively address bribery and other corrupt activities that may arise in the course of business.

###### 3.3 Whistleblowing Policy

The Whistleblowing Policy is essential for fostering a safe and transparent work environment. It encourages all Directors, employees, external parties and stakeholders to report unethical behaviour, violations of company policies or illegal activities without fear of retaliation. Reports can be submitted to the Chairman of the AC via post or e-mail as detailed in the Whistleblowing Policy. The Whistleblowing Policy ensures that whistleblowers who report in good faith will be protected by handling all information with a high level of confidentiality.

###### 3.4 Directors' Fits and Proper Policy

The Board has adopted the Directors' Fits and Proper Policy to establish the criteria for appointing and re-appointing Directors within the Group, focusing on character, experience, integrity, competence and time commitment. This policy serves as a valuable guide for the NC, RC and the Board in reviewing and evaluating candidates for appointment, as well as for Directors seeking re-appointment. By adhering to these standards, the Board aims to maintain high governance levels and ensure that all Directors are well-equipped to discharge their responsibilities effectively.

The Code, ABC Policy, Whistleblowing Policy and Directors' Fits and Proper Policy were last reviewed by the Board on 22 January 2025. These reviews ensure that the policies remain relevant and compliance with all applicable laws and regulations. All policies are accessible for public reference on the Company's website at <http://www.cekd.com.my/policy-disclosures>.

The Board is pleased to report that the Company has not received any whistleblower reports concerning breaches of the Company's policies or applicable laws and regulations during the FYE 2025.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

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

##### 4 Sustainability Governance

The Board recognises the growing importance of sustainability in today's business environment and retains primary responsibility for overseeing the Group's sustainability efforts. This includes the establishment, monitoring, and continuous enhancement of sustainability strategies, priorities, and objectives.

To effectively manage the Group's sustainability risks and opportunities, the Board conducts a comprehensive assessment of material issues. This process is designed to identify, evaluate, and prioritise EESG related risks and opportunities. Based on the insights gathered from this assessment, the Board develops targeted strategies to address the identified EESG matters and to maximise the long-term value created for stakeholders.

The Board has further aligned the Group's sustainability strategies with the UNSDGs, ensuring that the Group's actions are consistent with the global sustainability agenda and contribute meaningfully to global goals.

For a detailed overview of the Group's sustainability performance and governance, please refer to the Sustainability Statement within this Annual Report.

In recognition of the ever-evolving landscape of sustainability, the Board is dedicated to ensuring that all Directors are well-equipped with the knowledge and skills necessary to address both current and emerging sustainability issues. To achieve this, the Board actively participates in relevant training programs aimed at strengthening their expertise in sustainability matters.

During FYE 2025, all Directors participated in the Transfer Pricing & Tax Corporate Governance Seminar 2025, organised by the Inland Revenue Board of Malaysia. This seminar provided valuable insights into the latest developments in transfer pricing, tax governance, and corporate responsibility, further enhancing the Directors' ability to address complex governance and tax issues in line with sustainability objectives.

The Board remains steadfast in its commitment to uphold accountability for the Group's sustainability management. To strengthen this commitment, the NC has continued to integrate sustainability considerations into the annual performance evaluation of the Board. This year, the evaluation focuses on key areas such as the alignment of sustainability strategies with EESG objectives, the advancement of sustainability initiatives, the monitoring and reporting of progress toward the UNSDGs, as well as the Board's understanding of emerging sustainability risks and opportunities.

As part of the performance evaluation process for the FYE 2025, each of the Directors has submitted a comprehensive evaluation of the Board's effectiveness in managing the Group's sustainability efforts. In addition, the NC has reviewed the performance of the SRMC in discharging its duties and responsibilities related to sustainability governance and ensuring the implementation of the Group's sustainability strategies.

This ongoing process of evaluation and oversight reflects the Board's dedication to ensuring the Group's sustainability practices remain robust, relevant, and aligned with both business goals and global sustainability standards.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

#### PART II – BOARD COMPOSITION

##### 5 Board Diversity and Objectivity

Presently, the Board comprises seven (7) members, including four (4) Independent Non-Executive Directors and three (3) Executive Directors, as indicated below: -

Name	Directorship
Dato' Zulkifli Bin Adnan	Independent Non-Executive Chairman
Yap Tian Tion	Deputy Executive Chairman
Yap Kai Ning	Managing Director
Yap Kai Min	Executive Director/Chief Operation Officer
Datuk Mak Foo Wei	Independent Non-Executive Director
Chong Chin Look	Independent Non-Executive Director
Choo Yem Kuen	Independent Non-Executive Director

Based on the current Board structure, the majority of its members are Independent Directors, aligning with the prescribed requirements of Rule 15.02 of the AMLR and Practice 5.2 of the MCCG. This composition is designed to enhance transparency and objectivity in Board decisions, with Independent Directors playing a crucial role in providing unbiased perspectives. Their involvement is essential to fostering a balanced and impartial decision-making process during boardroom discussions, ensuring that the interests of shareholders and stakeholders are safeguarded. The details of the qualification and experience of each Director are provided in the Board of Directors' Profile within this Annual Report.

The Board values diversity, recognising that a blend of skills, experience, age, gender, cultural background and ethnicity is essential for fostering diverse perspectives that contribute to the Group's sustainable growth. Currently, the Board comprises a diverse pool of talent from various fields, including experienced senior public service professionals, manufacturing experts and individuals with accounting and legal backgrounds. To support this commitment, the Board has adopted the Directors' Fits and Proper Policy and the Gender Diversity Policy, both of which establish clear criteria to promote boardroom diversity in the appointment of new Directors and the re-appointment of existing Directors. These policies are intended to guide the NC and the Board in selecting suitably qualified Director candidates, ensuring the Board is well-equipped to respond to challenges and effectively contribute to the Company's success. The policies are accessible on the Company's website at <http://www.cekd.com.my/policy-disclosures> .

In terms of gender diversity, the current Board has successfully achieved 43% representation of female Directors, exceeding the recommended minimum of 30% female Directors pursuant to the MCCG. This accomplishment reflects the Board's commitment to fostering an inclusive and balanced governance structure, recognising the value that diverse perspectives bring to decision-making processes. Nonetheless, gender is not regarded as a prerequisite for directorships or managerial positions within the Company or the Group. Instead, appointments are based on objective criteria and merit, ensuring that the most qualified candidates are selected for these roles, regardless of gender.

As at the date of this Annual Report, none of the Independent Directors has served on the Company's Board for more than nine (9) years. Based on the Company's Board Charter, the tenure of the Independent Directors shall not exceed a cumulative term of nine (9) years. Upon completion of the nine (9) years, an Independent Director may continue to serve on the Board subject to the Directors' re-designation as Non-Independent Director. Nonetheless, should the Board wish to retain such Director as Independent Director, the Board must justify its decision and seek annual shareholders' approval through a two-tier voting process at the Annual General Meeting ("AGM") as recommended by Practice 5.3 of the MCCG.

Pursuant to Clause 84 of the Company's Constitution, one-third (1/3) of the Directors for the time being shall retire from office at each AGM and be eligible for re-election. All Directors must retire from office at least once every three (3) years and a retiring Director shall retain office until the close of the meeting at which he retires. The following Directors who retire by rotation in accordance with the Company's Constitution and being eligible, have offered themselves for re-election at the forthcoming 8<sup>th</sup> AGM: -

- (a) Dato' Zulkifli Bin Adnan;
- (b) Ms. Yap Kai Ning; and
- (c) Ms. Yap Kai Min.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

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

##### 5 Board Diversity and Objectivity (Cont'd)

The NC, after evaluating and being satisfied with the overall performance, contributions as well as any declaration of conflict of interest or potential conflict of interest of the abovementioned retiring Directors, has recommended their re-election to the Board for further recommendation to the shareholders of the Company for consideration and approval at the forthcoming 8<sup>th</sup> AGM.

In CEKD, the NC is responsible for overseeing the selection, appointment and re-appointment of Directors, while also conducting continuous assessments of their performance. To uphold impartiality in decision making, the NC consists exclusively of Independent Non-Executive Directors, as follows: -

Designation	Director	Directorship
Chairperson	Choo Yem Kuen	Independent Non-Executive Director
Member	Datuk Mak Foo Wei	Independent Non-Executive Director
Member	Chong Chin Look	Independent Non-Executive Director

The roles and responsibilities of the NC are outlined in its Terms of Reference, which is available on the Company's website at <http://www.cekd.com.my/policy-disclosures>. The NC has effectively carried out its functions and obligations during the FYE 2025, summarised as follows: -

- (i) Reviewed the Board's composition and made recommendations to the Board for changes in compliance with the best practices in the MCCG;
- (ii) Evaluated the performance and effectiveness of individual Directors, the Board and Board Committees;
- (iii) Reviewed the terms of office and the effectiveness of the AC and each of its members;
- (iv) Reviewed the length of service and independence of each Independent Non-Executive Director;
- (v) Reviewed the tenure of each Director and recommended the re-election of retiring Directors at the forthcoming AGM;
- (vi) Reviewed the meeting attendance of the Board and Board Committees, as well as the adequacy of time commitment to fulfilling their roles and responsibilities within the Company;
- (vii) Reviewed the training programmes attended by the Directors for the financial year; and
- (viii) Evaluated and assessed the qualifications and suitability of shortlisted candidate for the proposed appointment of CFO of the Company, and subsequently recommended her appointment to the Board.

Other than Board composition and diversity, all Directors are required to attend various training programmes to further promote the Board's effectiveness in discharging their duties. The Directors have attended the following training programmes during the FYE 2025 and up to the date of this Annual Report: -

Director	Date	Training Programme/Seminar
Dato' Zulkifli Bin Adnan	25-26 September 2024	Mandatory Accreditation Programme Part II: Leading for Impact (LIP)
	27 May 2025	Transfer Pricing & Tax Corporate Governance Seminar 2025
Yap Tian Tion	27 May 2025	Transfer Pricing & Tax Corporate Governance Seminar 2025
Yap Kai Ning	27 May 2025	Transfer Pricing & Tax Corporate Governance Seminar 2025
Yap Kai Min	27 May 2025	Transfer Pricing & Tax Corporate Governance Seminar 2025
Datuk Mak Foo Wei	27 May 2025	Transfer Pricing & Tax Corporate Governance Seminar 2025

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

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

##### 5 Board Diversity and Objectivity (Cont'd)

The Directors have attended the following training programmes during the FYE 2025 and up to the date of this Annual Report: - (Cont'd)

Director	Date	Training Programme/Seminar
Chong Chin Look	23 October 2024	AHAM Capital - Navigating the Post-Budget Landscape: Investment Opportunities in Malaysia
	8 May 2025	Galton Advisory PLT - Anti-Bribery and Anti-Corruption
	27 May 2025	Transfer Pricing & Tax Corporate Governance Seminar 2025
	29 May 2025	CGS International & ASEAN Malaysia 2025 - ASEAN BUSINESS FORM 2025 (From Vision to Reality: ASEAN Partnerships Fuelling Sustainable Growth)
Choo Yem Kuen	27 May 2025	Transfer Pricing & Tax Corporate Governance Seminar 2025

##### 6 Overall Effectiveness of The Board

The NC is entrusted to carry out an annual evaluation to assess the overall performance and effectiveness of the Board, Board Committees and each individual Director, while overseeing the entire process and methodology. The evaluation, facilitated by the company secretaries, is conducted through Directors' self-assessments and peer reviews, utilising digital assessment forms distributed to all Board members. The details of the performance evaluation criteria considered are presented in the CG Report.

Based on the assessment results for the FYE 2025, the NC and the Board ascertained that the Board, Board Committees and individual Directors have effectively and satisfactorily fulfilled their duties and responsibilities throughout the year. Additionally, the overall composition of the Board and the Board Committees is assessed to be well-balanced and appropriate based on their current size, skills mix, core competencies and experience.

#### PART III – REMUNERATION

##### 7 Remuneration Framework

In line with Practice 7.1 of the MCGC, the Board has adopted and implemented a Remuneration Framework which is designed to guide the determination of remuneration packages for Directors and Senior Management. This framework aims to create a competitive and equitable remuneration structure in the marketplace, thereby attracting, retaining, motivating and rewarding the Executive Directors and Senior Management effectively.

The Remuneration Framework indicates that the level of remuneration for Non-Executive Directors is based on their experience, competence, level of responsibility and time commitment to the Company. In contrast, the remuneration structure for Executive Directors and Senior Management is intricately linked to the Group's overall performance and the achievement of their individual annual key performance indicators.

The Board has established the RC to assist in developing and administering the remuneration policies and procedures for Directors and Senior Management. The RC consists exclusively of Independent Non-Executive Directors with the current composition as follows: -

Designation	Director	Directorship
Chairman	Datuk Mak Foo Wei	Independent Non-Executive Director
Member	Chong Chin Look	Independent Non-Executive Director
Member	Choo Yem Kuen	Independent Non-Executive Director

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

#### PART III – REMUNERATION (CONT'D)

##### 7 Remuneration Framework (Cont'd)

The RC is responsible for reviewing, recommending and ensuring that remuneration packages for Directors and Senior Management are fair and competitive, as guided by the Remuneration Framework. The RC will also periodically review the Remuneration Framework to ensure its continued relevance and effectiveness. The roles and responsibilities of the RC are defined in its Terms of Reference, which is available on the Company's website at <http://www.cekd.com.my/policy-disclosures>.

The RC is scheduled to meet at least once a year to discuss the Group's remuneration-related matters. To uphold fairness and transparency, every Directors shall abstain and excuse themselves from participating in discussions and voting on matters concerning their own remuneration.

##### 8 Remuneration of Directors and Senior Management

The details of the remuneration of all the Directors for the FYE 2025 are disclosed as follows: -

Director	Company		Group						
	Fees (RM'000)	Allowance (RM'000)	Fees (RM'000)	Allowance (RM'000)	Salary (RM'000)	Bonus (RM'000)	Company Contributions (RM'000)	Other Emoluments (RM'000)	Benefits- in-Kind (RM'000)
Dato' Zulkifli Bin Adnan	66.0	3.0	66.0	3.0	-	-	-	-	-
Yap Tian Tion	-	-	-	59.5	140.1	175.0	-	65.1	-
Yap Kai Ning	-	-	-	60.3	140.0	212.5	-	69.1	-
Yap Kai Min	-	-	2.0	60.4	139.6	244.0	-	73.5	-
Datuk Mak Foo Wei	46.8	2.5	46.8	2.5	-	-	-	-	-
Chong Chin Look	46.8	3.0	46.8	3.0	-	-	-	-	-
Choo Yem Kuen	46.8	3.0	46.8	3.0	-	-	-	-	-
<b>Total</b>	<b>206.4</b>	<b>11.5</b>	<b>208.4</b>	<b>191.7</b>	<b>419.7</b>	<b>631.5</b>	<b>-</b>	<b>207.7</b>	<b>-</b>

Other than recommending the remuneration packages for the Directors, the RC also reviewed the remuneration for Senior Management (who are not the Directors of the Company) and recommended for the Board's consideration. When determining the remuneration packages for Senior Management, factors such as responsibilities, skills, knowledge and contributions to the Group's performance will also be reviewed and considered.

Furthermore, the RC will ensure that the rewards to Senior Management are aligned with the following key objectives: -

- (i) The compensation package is sufficiently competitive in the marketplace to secure and retain highly experienced and talented individuals;
- (ii) The incentives offered are effectively motivate Senior Management to consistently achieve their highest level of performance; and
- (iii) The remuneration package is in line with shareholders' value while establishing a compelling loyalty rewards system for long-term retention.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

#### PART III – REMUNERATION (CONT'D)

##### 8 Remuneration of Directors and Senior Management (Cont'd)

The Board believes that disclosing the top five (5) Senior Management's remuneration on a named basis may not be in the Company's best interest, as it could potentially affect talent retention in the highly competitive industry. Therefore, the Board has decided that providing remuneration disclosure in bands of RM50,000 on an unnamed basis is sufficient to comply with the MCCG. The RC will ensure that the remuneration packages remain competitive to attract, retain and motivate Senior Management, with annual increments and bonuses tied to performance outcomes.

For the FYE 2025, the Senior Management's total remuneration and benefits in bands of RM50,000 are tabled as below: -

Range of Remuneration	Number of Senior Management
RM50,000 to RM100,000	-
RM100,001 to RM150,000	-
RM150,001 to RM200,000	1

### PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

#### PART I – AUDIT COMMITTEE

##### 9 Effectiveness of Audit Committee

Currently, the AC consists of three (3) members, all of whom are Independent Non-Executive Directors, as listed below: -

Designation	Name	Directorship
Chairman	Chong Chin Look	Independent Non-Executive Director
Member	Datuk Mak Foo Wei	Independent Non-Executive Director
Member	Choo Yem Kuen	Independent Non-Executive Director

The AC is entrusted with the responsibility to oversee the integrity of the Group's corporate accounting and financial reporting. To ensure independence and objectivity, the roles of Board Chairman and the AC Chairman are distinctly separated, with each position held by two (2) different individuals. The Board Chairman of the Company is Dato' Zulkifli, while the AC Chairman is chaired by Mr. Chong, both of whom are Independent Non-Executive Directors.

To safeguard the independence of the AC, the AC's Terms of Reference stipulate that a former audit partner of the Group must observe a cooling-off period of at least three (3) years before being eligible for appointment as a member of the AC. As of today, none of the current AC members are former partner of the external audit firm of the Group.

In accordance with the MCCG, the AC members are required to demonstrate financial literacy, competence and able to understand the Group's financial information and reporting processes. Mr. Chong, the AC Chairman, holds membership in both the MICPA and MIA. Datuk Mak brings about thirty-three (33) years of experience in the legal sector, while Ms. Choo, a practicing lawyer, contributes about thirty-nine (39) years in practice as an advocate and solicitor. While only one-third (1/3) of the AC members are affiliated with a professional accounting body, all AC members exhibit a strong financial acumen and actively engage in continuous professional development. This commitment ensures they remain well-informed about the latest accounting and auditing standards, thereby enhancing the overall effectiveness of the AC.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

#### PART I – AUDIT COMMITTEE (CONT'D)

##### 9 Effectiveness of Audit Committee (Cont'd)

In accordance with its Terms of Reference, the AC shall conduct annual evaluations on the external auditor's suitability, objectivity and independence, as well as their quality for the provision of audit and non-audit services. These evaluations take into account the following key factors: -

- (i) the independence of the external audit firm;
- (ii) the adequacy, suitability, competency, experience and overall quality of the external auditors;
- (iii) the external auditors' capacity and resources, along with their ability to meet deadlines and address issues promptly, as outlined in the Audit Planning Memorandum; and
- (iv) the nature and extent of the non-audit services provided by the external auditors and the associated fees for such services.

During the audit engagement for the FYE 2025, the external auditors confirmed their independence to the Board. Following a comprehensive evaluation and review, the AC expressed satisfaction with the auditors' independence and suitability. Hence, the re-appointment of Messrs. TGS TW PLT as the Group's external auditors for financial year ending 31 August 2026 will be recommended to shareholders for their consideration and approval at the upcoming 8<sup>th</sup> AGM.

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

##### 10 Adequate Risk Management and Internal Control

The Board is dedicated to maintain a robust system of risk management and internal control. To achieve this commitment, the Board has adopted an Enterprise Risk Management ("ERM") framework to serve as a guideline in managing risks. The ERM framework outlines the procedures for identifying and addressing potential risks or emerging structural weaknesses that could impede the Group's progress towards its business objectives.

To ensure the effectiveness of the risk management framework and policies, the SRMC has been tasked to oversee the Group's risks assessment system and procedures. The composition of the SRMC comprises a majority of Independent Non-Executive Directors, as tabled below: -

Designation	Name	Directorship
Chairman	Chong Chin Look	Independent Non-Executive Director
Member	Dato' Zulkifli Bin Adnan	Independent Non-Executive Chairman
Member	Datuk Mak Foo Wei	Independent Non-Executive Director
Member	Choo Yem Kuen	Independent Non-Executive Director
Member	Yap Kai Ning	Managing Director

The key roles and responsibilities of the SRMC are as follows: -

- (i) oversee the management of principal business risks and significant or material Environmental, Social and Governance ("ESG") risks and implement of sustainability-related policies, measures and actions in achieving the Company's sustainability milestones and goals;
- (ii) integrate the sustainability risks and opportunities into the risk management framework of the Company;
- (iii) approve disclosure statements relating to management of sustainability matters of the Group;
- (iv) implement the risk management framework, policy and process approved by the Board and oversight of risk management practice on group wide basis respectively; and
- (v) oversee and monitor the implementation of sustainability strategies as approved by the Board as well as the execution and management of the risk management policy and process while the Board takes on a supervisory role in respect of the Group's risk management policy and process.

## 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)**

##### **10 Adequate Risk Management and Internal Control (Cont'd)**

The full duties and responsibilities of the SRMC are defined in its Terms of Reference, which can be accessed on the Company's website at <http://www.cekd.com.my/policy-disclosures>.

The SRMC is assisted by the Group's ERM Working Committee to facilitate the implementation of the ERM framework. The committee identifies and monitors the key risks, reporting them to the SRMC and the Board for discussions concerning risk mitigation strategies and necessary improvement actions. In addition to the ERM framework, various SOPs have been adopted by the Board. These SOPs encompass all critical operational areas, with controls seamlessly integrated into daily operations to ensure the smooth functioning of the Group's internal control system.

In addition, the Company has established the Group Sustainability Oversight Unit, which is led by Ms. Yap KM, the Executive Director/Chief Operation Officer, to support the responsibilities of the SRMC. The Group Sustainability Oversight Unit plays a crucial role in identifying key sustainability risks and opportunities, as well as implementing corresponding mitigation strategies within their purview. To ensure effective management of sustainability matters, the Group Sustainability Oversight Unit provides regular updates to the SRMC and the Board.

A comprehensive overview of the risk management and internal control in place within the Group is presented in the Statement on Risk Management and Internal Control within this Annual Report.

##### **11 Effective Internal Audit Function**

To ensure the competence, effectiveness and efficiency of the Group's risk management and internal control, the Board has engaged an independent professional firm, Eco Asia Governance Advisory Sdn Bhd ("Eco Asia"), to support the Group's internal audit function. The internal auditors are appointed to carry out an independent evaluation and provide objective assurance to the AC and the Board regarding the overall effectiveness of the Group's internal control system. During FYE 2025, the internal auditors remain independent and free from any relationships or conflicts of interest within the Group.

The internal audit engagement team is led by Ms. Janeeta Salim, the Head of Internal Audit Department in Eco Asia. She is an associate member of the Institute of Internal Auditors ("IIA") Malaysia. She has vast experience and exposure in the internal audit field. During FYE 2025, she was supported by a Manager, an Assistant Manager, a Senior Consultant and a Junior Consultant in conducting internal audit reviews for the Group in accordance with the International Professional Practices Framework ("IPPF").

Throughout the internal audit engagement, the internal auditors are authorised to report directly to the AC. With unrestricted access to all information and resources within the Group, the AC is responsible for ensuring that the internal auditors are equipped with the necessary information and resources to facilitate the smooth internal audit process. During FYE 2025, the internal auditors conducted the internal audit reviews in accordance with the internal audit plan approved by the AC.

Upon completion of each internal audit review, the internal auditors will present the audit findings, along with the relevant root-cause analysis, potential risks and consequences, as well as recommended corrective actions to the AC during the scheduled meetings. The Management will then implement the recommended corrective actions within a specified timeframe. The internal auditors will subsequently conduct a follow-up review to ensure the effective implementation of these corrective measures.

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

# CORPORATE GOVERNANCE OVERVIEW STATEMENT

## (CONT'D)

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

#### PART I – ENGAGEMENT WITH STAKEHOLDERS

##### 12 Stakeholders Communication

The Board recognises the importance of clear communication and proactive engagement in building trust with stakeholders. Aligned with the MCCG principles, the Board is committed to maintain transparent and regular interactions with the various stakeholders. To ensure effective communication, the Group adopts the following channels and platforms: -

- (i) E-mail and face-to-face communications;
- (ii) Company's website;
- (iii) Corporate announcements made to Bursa Securities;
- (iv) Annual Report; and
- (v) AGM.

Additionally, the general public may reach out to the Company through the "Contact Us" section on the Company's website at <http://www.cekd.com.my/contact-us> to submit enquiries, suggest improvements or provide feedbacks.

By utilising these communication channels and platforms, the Board is able to maintain effective, transparent and regular communication with stakeholders, fostering mutual understanding of objectives and expectations.

##### 13 Effective General Meeting

The AGM serves as the key platform for engaging with the shareholders annually. Shareholders are encouraged to actively participate in the AGM, by exercising their rights and make informed voting decisions at the AGM.

In recognition of the importance of general meetings, the notice for the AGM is circulated at least twenty-eight (28) days prior to the scheduled AGM, in line with the best practices recommended by the MCCG. This ensures that shareholders have ample time to review the Company's Annual Report and consider the resolutions to be discussed and voted on during the AGM. The notice of the 7<sup>th</sup> AGM of the Company was issued and circulated to the shareholders on 27 December 2024, exceeding the required twenty-eight (28) days' notice period ahead of the 7<sup>th</sup> AGM held on 26 February 2025.

On 26 February 2025, the 7<sup>th</sup> AGM was conducted fully virtual through the online meeting platform at <https://www.binamanagement.com.my>. All Directors, along with the external auditors, company secretary and advisor, have attended the 7<sup>th</sup> AGM to address shareholders' enquiries as needed. The Group utilised the Remote Participation and Voting ("RPV") facilities via the platform to facilitate the AGM. With these facilities, the shareholders and proxies were given the opportunity to attend and participate in the meeting virtually, submit questions in real time and exercise their voting rights. The Board ensured the questions raised were visible to all meeting participants and addressed during the Question and Answer ("Q&A") session or, if time is limited, responded to the shareholders or proxies via e-mail.

For the 7<sup>th</sup> AGM, the Board engaged Bina Management (M) Sdn Bhd as the poll administrator and Symphony Corporate Services Sdn Bhd as the independent scrutineer. The poll administrator implemented a robust cybersecurity strategy, including end-to-end encryption ("E2EE"), comprehensive application reviews, web application security assessments and the installation of a data protection firewall and antivirus software to minimise the potential risk of data exposure. In summary, the measures taken by the poll administrator were deemed adequate and satisfactory, contributing to strong cyber hygiene practices.

The poll administrator was also responsible for compiling the polling votes results which were then verified by the independent scrutineer. The Board Chairman then announced the verified poll results before the end of meeting. The minutes of 7<sup>th</sup> AGM is made available on the Company's website at <http://www.cekd.com.my/shareholders-meeting> on 20 March 2025 within thirty (30) business days after the conclusion of the 7<sup>th</sup> AGM in accordance to the AMLR.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

### COMPLIANCE STATEMENT

The Board is of the view that the Company has complied with the key principles and applied most of the practices of the MCCG throughout FYE 2025, except for the below where explanations on the departure are disclosed in the CG Report for the FYE 2025: -

Practice 8.2: The Board discloses on a named basis the top five senior management's remuneration component including salary, bonus, benefits in-kind and other emoluments in bands of RM50,000.00.

The Board is committed to maintain the highest possible standards by adhering to the principles and best practices outlined in the MCCG, as well as relevant laws and regulations, where applicable and appropriate. The Board will continually strive to enhance and elevate its procedures.

The CG Statement was reviewed and approved by the Board on 2 December 2025.

# STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

The Board is pleased to present the Statement on Risk Management and Internal Control for the FYE 2025, which has been prepared pursuant to Rule 15.26(b) of the AMLR and in accordance with the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers, as well as Practices 10.1 and 10.2 of the MCCG. This statement outlines the scope and features of the risk management and internal control system in place within the Group for the financial year under review.

## BOARD RESPONSIBILITIES

The Board acknowledges that a robust and effective risk management and internal control system plays a pivotal role in driving the Group's long-term success. In this context, the Board is committed to maintaining a sound, effective and efficient risk management and internal control system to safeguard shareholders' investments, stakeholders' interests and the Group's assets.

To fulfil its oversight responsibility, the Board, through delegation to both the AC and the SRMC, regularly reviews the adequacy, effectiveness and integrity of the Group's risk management and internal control system. Due to the inherent limitations in any risk management and internal control system, such system is designed to manage risks within an acceptable risk appetite rather than to eliminate all risks that may hinder the Group from achieving its business goals and objectives. As such, the system can only provide reasonable but not absolute assurance against any material financial misstatement, loss, fraud or unforeseen circumstances.

The Board is satisfied that the Group's risk management and internal control system has been implemented and operating effectively to safeguard shareholders' investments, stakeholders' interests and the Group's assets during the FYE 2025.

## RISK MANAGEMENT

The Board regards risk management as an integral part of all business operations within the Group. While the Board is ultimately responsible for the Group's overall risk management, the SRMC is delegated with the responsibility to identify, evaluate and manage the Group's significant risks by overseeing the Group's risk management framework, policies and procedures on an ongoing basis.

### **Adoption of ERM Framework**

The Group has adopted a comprehensive 5-step ERM Framework, designed to proactively address potential risks and ensure the achievement of the Group's strategic objectives. The ERM Framework serves as a guiding tool for the Board, Management, and all employees, providing a structured approach to identify, assess, respond to, monitor, and report any potential risks or structural weaknesses.

To ensure the framework's effectiveness, several core elements are integrated into its design and execution. These elements include objective setting, risk assessment, and the development of action plans, which are implemented across the Group to minimise and mitigate identified risks. The adoption of this ERM Framework underscores the Group's commitment to sound risk governance and its proactive approach to managing uncertainties.

The 5-step ERM Framework comprises the following stages:



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

### RISK MANAGEMENT (CONT'D)

- **Establishment of ERM Working Committee**

During FYE 2025, the Group's ERM Framework continues to be executed with the strategic support of the ERM Working Committee. This committee remains a key point of accountability for managing enterprise-level risks at the departmental level. Comprising representatives from across the Group, the ERM Working Committee plays a pivotal role in the implementation and continuous improvement of risk mitigation strategies tailored to each department's unique risks and operational challenges.

The committee members are also responsible for the ongoing identification and assessment of both existing and emerging risks within their respective areas. These risks are subsequently reported to the Managing Director, ensuring timely and informed decision-making. The diversity of perspectives within the committee ensures that risk management decisions are comprehensive, balanced, and aligned with the Group's broader objectives. This approach fosters a risk-aware culture across the organisation, enhancing resilience and agility in responding to challenges.

- **Maintenance of Risk Management Plan and Report**

The Group continues to maintain a detailed and dynamic Risk Management Plan and Report, which serves as an official record of all identified risks, their associated risk ratings, and the corresponding mitigation actions. These documents are regularly reviewed and updated by the SRMC to ensure that they reflect the latest developments in both the internal and external business environment, including evolving regulatory requirements and industry best practices.

This ongoing review process is integral to adapting the Group's risk management strategy to emerging risks, enabling the Group to maintain a proactive stance and remain resilient in an increasingly complex business landscape.

- **Conduct of SRMC Meetings**

During FYE 2025, the SRMC conducted two (2) meetings to review the Group's Risk Management Plan and Report, assess the effectiveness of risk mitigation strategies, and ensure the overall integrity of the risk management system. These discussions provided key insights into the progress of the action plans implemented to address identified risks and the effectiveness of risk controls across the Group. The SRMC's findings were then presented to the Board for further deliberation and strategic decision-making.

In addition to its traditional risk management duties, the SRMC has taken on an expanded mandate, including the regular review of the Group's material sustainability risks and opportunities. This expansion is part of the Group's broader commitment to sustainability, ensuring that both ESG factors are seamlessly integrated into risk management processes. The SRMC also monitors the status of sustainability-related initiatives and oversees the alignment of these efforts with the Group's long-term business goals and regulatory requirements.

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

### INTERNAL CONTROL

The Board acknowledges that robust internal controls are the backbone of an effective risk management system. While the SRMC monitors the Group's overall risk management framework, the AC is responsible for overseeing the Group's internal control policies, systems, and procedures. To this end, management is held accountable for the implementation of internal control practices across the Group.

Among others, the Group's key internal controls include:

- Clear roles, responsibilities, and reporting structures that promote appropriate segregation of duties and effective delegation of authority for planning, executing, controlling, and monitoring.
- Well-defined corporate governance policies and procedures, including the Code, ABC Policy, Whistleblowing Policy, and Directors' Fits and Proper Policy, to promote integrity and ethical behaviour, and to prohibit acts of bribery and/or corruption. This also includes the Adoption of a Succession Planning Policy and Gender Diversity Policy.
- Formalised and documented SOPs across various operational areas to achieve consistency in internal procedures, aligned with the Group's business objectives.
- Active participation and involvement by both the Managing Director and Executive Director in the Group's daily operations, with regular discussions with Senior Management regarding operational issues.
- Internal audit function, carried out by independent, outsourced auditors who have adequate resources, capabilities, and relevant experience to assess and review the adequacy and effectiveness of internal controls within the Group.
- Review and deliberation of internal audit reports and findings by the AC and the Board to ensure that necessary steps are taken to address any identified internal control deficiencies within the Group.
- Adequate financial reporting procedures, including the review of quarterly unaudited financial results, annual audited financial statements, related party transactions ("RPTs"), conflicts of interest ("COI") and/or Potential COI by the AC, with subsequent reporting to the Board for approval.

### INTERNAL AUDIT FUNCTION

During FYE 2025, the Board, through the AC, outsourced the internal audit functions by engaging Eco Asia to provide internal audit services to the Group. Eco Asia, a recognised leader in internal audit services, has been tasked with conducting an independent, objective, and risk-based assessment of the adequacy, efficiency, and effectiveness of the Group's internal control and risk management systems.

The scope of Eco Asia's audit services is in strict alignment with the International Professional Practices Framework ("IPPF"), ensuring that the assessments conducted are in accordance with globally recognised standards for internal auditing. Their role includes evaluating the Group's internal controls, identifying potential areas of improvement, and providing actionable recommendations to strengthen the overall governance, risk management, and internal control framework.

By engaging Eco Asia, the Board ensures that the Group benefits from an unbiased and thorough review of its internal processes, contributing to greater transparency and the continuous improvement of its internal control systems.

According to the internal audit plan tabled by Eco Asia duly approved by the AC, the internal auditors has conducted two (2) internal audit reviews, focusing on (i) Inventory Management Review and (ii) Fixed Asset Management Review during FYE 2025. Upon conclusion of the audit engagement, the internal auditors presented the internal audit findings noted during the audit review, together with the corresponding root-cause analysis and recommendations to the AC for their perusal and deliberation. The Management is then responsible to implement the necessary corrective actions in order rectify and address the internal control weaknesses identified. During FYE 2025, the internal auditors also performed follow-up reviews of the previous findings to ensure that all recommendations and appropriate actions were implemented within the stipulated timeframe.

Based on the internal audit reviews carried out by the internal auditors during the financial year, none of the weaknesses noted has resulted in any material losses, contingencies or uncertainties that would require separate disclosure in this report.

The professional fee incurred for the outsourced internal audit function for FYE 2025 was RM22,000.00.

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

### REVIEW OF THIS STATEMENT BY EXTERNAL AUDITORS

In accordance with Rule 15.23 of the AMLR, the external auditors have reviewed this Statement on Risk Management and Internal Control for inclusion in the Company's Annual Report for the FYE 2025.

The review was conducted in compliance with Audit and Assurance Practice Guide (AAPG) 3: Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control issued by the MIA. It is important to note that AAPG 3 does not require the external auditors to express an opinion on the adequacy or effectiveness of the Group's risk management and internal control systems.

Based on the review, the external auditors have confirmed that nothing has come to their attention that would cause them to believe that the Statement on Risk Management and Internal Control is not prepared, in all material respects, in accordance with the disclosure requirements set out in paragraphs 41 and 42 of the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers to be set out, nor is factually inaccurate.

### MANAGEMENT'S ASSURANCE

The Deputy Executive Chairman, Managing Director and Executive Director/Chief Operation Officer, on behalf of Management, have provided reasonable assurance to the Board that the Group's risk management and internal control systems are operating effectively and adequately in all material respects.

With this assurance from Management, the Board is satisfied that, based on their knowledge and due diligence, nothing has come to their attention that would cause the financial results and information presented in the Annual Report to be false or misleading in any material aspect. The Board is confident that the Group's risk management and internal control framework supports the integrity and reliability of the Group's financial reporting and overall governance.

### CONCLUSION

The Board is confident that the Group's current risk management and internal control systems are effectively aligned with the Group's business objectives. The risks undertaken are considered to be at an acceptable level, given the current business environment in which the Group operates. As such, the Board deems the Group's risk management and internal control framework to be sufficient and adequate in safeguarding shareholders' investments, stakeholders' interests, and the Group's assets.

At the same time, the Board acknowledges that the business environment is constantly evolving. Consequently, continuous monitoring, review, and enhancement of the risk management and internal control systems will remain a priority to ensure that these systems stay robust, adaptive, and capable of addressing emerging risks.

This Statement on Risk Management and Internal Control was approved by the Board on 2 December 2025.

# AUDIT COMMITTEE REPORT

In compliance with Rule 15.15 of the AMLR, the Board is pleased to present the Audit Committee Report, which provides insights into the manner in which the AC discharged its duties and responsibilities for the Company during FYE 2025.

The primary objective of the AC is to assist the Board in effectively discharging its fiduciary duties pertaining to financial reporting, corporate governance as well as risk management and internal control system. The AC is also responsible for overseeing the independence of external auditors, assessing the effectiveness of the Group's internal audit function, supervising regulatory compliance and observing proper codes of conduct across the Group.

## 1. COMPOSITION OF THE AUDIT COMMITTEE

With reference to Rule 15.09(1)(a) and (b) of the AMLR and Practice 9.4 of the MCCG, the AC comprises three (3) members, all of whom are Independent Non-Executive Directors, outlined as follows: -

Designation	Name	Directorship
Chairman	Chong Chin Look	Independent Non-Executive Director
Member	Datuk Mak Foo Wei	Independent Non-Executive Director
Member	Choo Yem Kuen	Independent Non-Executive Director

In accordance with Rule 15.10 of the AMLR and Practice 9.1 of the MCCG, the Chairman of the AC, Mr. Chong, does not serve as the Chairman of the Board. This segregation of duties promotes objectivity and integrity of the Company's financial reporting and audit processes. Furthermore, pursuant to Rule 15.09(1)(c) of the AMLR, Mr. Chong is competent to lead the AC in view of his memberships in the MICPA and MIA. The other AC members also contribute a diverse range of skills and knowledge, demonstrating the overall financial literacy of the AC through their extensive experience and ongoing training and development programmes.

The Company also complies with Rule 15.09(2) of the AMLR as there is no alternate director appointed as a member of the AC.

## 2. TERMS OF REFERENCE

To ensure an effective discharge of roles and responsibilities, the AC is guided by its Terms of Reference, detailing its composition, authority, duties and responsibilities. The said Terms of Reference is published on the Company's website at <http://www.cekd.com.my/policy-disclosures> .

## 3. MEETING AND ATTENDANCE

As guided by the Term of Reference, the AC should meet at least four (4) times in each financial year to discuss the Group's corporate accounting, financial reporting and internal control affairs. During FYE 2025, the AC convened five (5) meetings, with the attendance details as follows: -

Name	Number of Meetings Held	Number of Meetings Attended
Chong Chin Look	5	5
Datuk Mak Foo Wei	5	4
Choo Yem Kuen	5	5

During FYE 2025, the Group's Managing Director, Ms. Yap KN, the Executive Director / Chief Operation Officer, Ms. Yap KM and CFO, Ms. Lee , who was appointed on 20 January 2025, were invited to the AC meetings to provide additional information on operations, financials and audit-related matters, thereby facilitating the smooth conduct of the meetings. Other Board members as well as designated representatives from the Senior Management, external auditors and internal auditors, when necessary, were also invited to the AC meeting to deliberate on matters within their respective areas of expertise.

To support thorough and informed deliberations, meeting agendas and materials were distributed to all AC members in advance, ensuring that they had sufficient time to peruse the relevant documents before the scheduled meetings. During FYE 2025, the company secretaries attended all AC meetings to record the meeting proceedings. All meeting minutes were then tabled at the subsequent AC meeting for confirmation and presented to the Board for notation thereafter.

## AUDIT COMMITTEE REPORT (CONT'D)

#### 4. SUMMARY OF ACTIVITIES OF THE AC

During FYE 2025, the AC has discharged its duties and responsibilities by undertaking the following activities: -

##### **Financial Reporting**

- Reviewed and ensured that the Group's financial reporting and disclosure complied with the applicable MFRS, International Financial Reporting Standards ("IFRS"), Companies Act 2016 ("CA 2016") and AMLR;
- Reviewed the quarterly unaudited financial results presented by the CFO before recommending for the Board's approval and subsequent release to Bursa Securities; and
- Reviewed the annual audited financial statements in the presence of external auditors, focusing particularly on the adoption of appropriate accounting policies, significant audit adjustments and issues, significant judgements made by the Management, significant and unusual events, going concern assumptions as well as compliance with applicable accounting standards and other legal requirements before recommending for the Board's approval and subsequent release to Bursa Securities.

##### **External Audit**

- Reviewed the Audit Planning Memorandum presented by the external auditors and deliberated on matters including reporting requirements, audit approach, audit materiality, key audit areas as well as proposed reporting schedules and audit fees prior to recommending for the Board's approval;
- Conducted one (1) private meeting with the external auditors on 2 December 2024 without the presence of Executive Directors and Management to obtain feedback from the external auditors on the audit process and conduct;
- Reviewed the Audit Review Memorandum presented by the external auditors and deliberated on matters including audit status, potential key audit matters, audit independence as well as compliance with relevant laws and regulations, prior to recommending for the Board's approval;
- Reviewed the Independent Auditors' Report for FYE 2024, detailing the external auditors' professional opinion on financial statements, key audit matters and a Management letter concerning the improvement measures related to internal control weaknesses for AC's consideration, and subsequently recommended to the Board for approval; and
- Assessed and evaluated the effectiveness and performance of external auditors by considering their independence, suitability, objectivity, competency and resources, and subsequently recommended to the Board for their reappointment.

##### **Internal Audit**

- Reviewed and approved the internal audit plan presented by internal auditors, outlining details such as the scope, timeframe and proposed fees of the internal audit services;
- Reviewed and deliberated on the internal audit reports, covering the audit findings, root-cause analysis, corresponding recommendations and Management's responses for the implementation of corrective actions with target timelines and responsible person. The internal auditors also provided updates on the status of previous audit findings to ensure that identified deficiencies were addressed appropriately. The AC had then presented the same and highlighted on certain salient points to the Board for their attention; and
- Assessed and evaluated the independence, qualifications, resources and overall performance of the internal auditors with the adoption of an evaluation form based on the Corporate Governance Guide issued by Bursa Securities.

##### **Risk Management and Internal Control**

- Reviewed the Group's risk management and internal control system to ensure that they are effective, adequate and being regularly monitored; and
- Made recommendations to the Board regarding measures to enhance the Group's risk management and internal control system. These recommendations were made by taking into account the findings and recommendations provided by both the internal and external auditors, along with the Management's responses in mitigating such identified control deficiencies.

## AUDIT COMMITTEE REPORT

(CONT'D)

### 4. SUMMARY OF ACTIVITIES OF THE AC (CONT'D)

During FYE 2025, the AC has discharged its duties and responsibilities by undertaking the following activities (Cont'd): -

#### RPT and COI and/or Potential COI

- Reviewed all RPT and Recurrent Related Party Transactions ("RRPT") entered into by the Group and ensured that all the transactions were deemed as fair and on arm's length basis under normal commercial terms. All RPT and/or RRPT were closely monitored and reviewed on a quarterly basis by taking into the consideration that such transactions should be reasonable and in the best interest of the Company; and
- Reviewed the COI and/or potential COI situations that may arise or persist with the Board by reviewing all Directors' confirmation and declaration on their COI and/or potential COI via Letter of Declaration on a quarterly basis. The AC concluded that none of the Director has any COI and/or potential COI with the Company and/or its subsidiaries, during the FYE 2025.

However, subsequent to FYE 2025, the AC reviewed and deliberated the following COI declared by Mr. Yap and Ms. Yap KN, along with the measures taken to resolve, eliminate or mitigate such conflict, if any, to ensure compliance with provisions of AMLR at the AC meeting held on 27 October 2025:-

Interested Director /Designation	Nature and Extent of Conflict of Interest
Yap Tian Tion / Deputy Executive Chairman	Yap Tian Tion is the sole shareholder of Practimax Sdn Bhd ("PSB").
Yap Kai Ning / Managing Director	Yap Kai Ning is the director and sole shareholder of Practimax Pack Sdn Bhd ("PPSB").
	PSB and PPSB are principally involved in the business of printing, which is similar in nature to the operations of Shin Fuji, the newly acquired wholly-owned subsidiary of the Company.

#### Mitigating Actions Taken

Mr. Yap and Ms. Yap KN have provided undertakings that they will: -

- abstain from all deliberations and voting on matters relating to procurement of contracts in which a potential conflict may arise;
- make full and timely disclosure of their interests; and
- continue to act honestly in the best interest of the Company.

In addition to the undertakings by Mr. Yap and Ms. Yap KN, the AC reviewed the safeguards and monitoring mechanisms currently in place, including: -

- Mandatory quarterly COI declarations and updates whenever circumstances change;
- The Company's Board Charter requiring abstention from deliberations and voting on matters where a conflict exists or may reasonably be perceived to exist;
- Oversight by the Board, supported by the Company Secretary to ensure adherence to governance protocols;
- Independent oversight by the AC to review related party and COI matters, supported by access to external advisors where necessary;
- Availability of the Anti-Bribery and Anti-Corruption Policy and Whistleblowing Policy and independent AC oversight to detect and escalate any potential abuse of position; and
- Ongoing review of Directors' integrity and commitment, with COI considerations embedded as part of the evaluation criteria.

Based on the assessment, the AC concluded that these existing safeguards and monitoring mechanisms are adequate and effective in mitigating risks associated with the declared COI.

## AUDIT COMMITTEE REPORT (CONT'D)

#### 4. SUMMARY OF ACTIVITIES OF THE AC (CONT'D)

During FYE 2025, the AC has discharged its duties and responsibilities by undertaking the following activities (Cont'd): -

##### **Other Matters**

- Reviewed the Audit Committee Report and Statement on Risk Management and Internal Control and subsequently recommended to the Board for approval and inclusion in the Company's Annual Report for FYE 2024;
- Reviewed the revised Whistleblowing Policy and subsequently recommended the same to the Board for approval; and
- Reviewed any whistleblowing matters reported during the financial year on a quarterly basis.

#### 5. INTERNAL AUDIT FUNCTION

In CEKD, internal audit function is regarded as a key element in maintaining robust governance and risk management across the Group. The Board has outsourced the Group's internal audit function to an independent professional firm, Eco Asia, to support the AC by providing objective and independent opinion on the Group's risk management and internal control system.

The internal auditors is free from any relationships or COI which could compromise their objectivity and independence. They are led by Ms. Janeeta Salim ("Ms. Janeeta"), the Head of Department, who is an associate member of the IIA. She has vast experience and exposure in the internal audit field. During FYE 2025, Ms. Janeeta was assisted by a Manager, an Assistant Manager, a Senior Consultant and a Junior Consultant to conduct the following internal audit reviews in accordance with the internal audit plan duly approved by the AC and in compliance with the globally recognised framework, IPPF: -

Internal Audit Review Area	Review Period
Inventory Management Review	Quarter 2, FYE 2025
Fixed Asset Management Review	Quarter 3, FYE 2025

To ensure an efficient and effective conduct of internal audit, interviews with the Management and access to internal documents were made available to the internal auditors. The AC also has full and unrestricted access to all information and resources in the Group which are required by the internal auditors. In addition, to ensure independence from the Management, the internal auditor is authorised to report directly to the AC.

Upon conclusion of audit engagement, the internal auditors presented the internal audit report, detailing the audit findings and areas of improvement identified, together with the corresponding root-cause analysis and proposed recommendations in the scheduled AC meetings. The AC, together with the Management, had then deliberated on the corrective actions to be undertaken in order to rectify and address such internal control weaknesses. The internal auditors will then perform subsequent follow-up review on the implementation of the corrective actions and report the same to the AC to ensure that necessary measures are put in place within the stipulated timeframe.

Both the AC and the Board are satisfied with the performance of the internal auditors for FYE 2025. In the interest of preserving greater independence and ensuring continuity in the internal audit function, the AC has decided to continue with the outsourced internal audit function arrangement.

#### 6. TOTAL COSTS INCURRED FOR OUTSOURCED INTERNAL AUDIT FUNCTION

The professional fee incurred for the Group's outsourced internal audit function for FYE 2025 amounted to RM22,000.00.

# STATEMENT OF DIRECTORS' RESPONSIBILITY

The Directors are required by the CA 2016 and the AMLR of Bursa Securities to prepare the financial statements of the Company and the Group for each financial year in accordance with the applicable MFRS, IFRS, CA 2016 and AMLR.

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

During the preparation of financial statements, the Directors have observed the following criteria: -

- (i) The Company has adopted and applied suitable and appropriate accounting policies consistently throughout the financial year;
- (ii) Made judgements and estimates that are reasonable and prudent;
- (iii) Prepared the financial statements on a going concern basis unless it is inappropriate to presume that the Company will continue in business; and
- (iv) Ensured compliance with all applicable approved accounting standards in Malaysia, subject to any material departure and explained in the financial statements.

In addition, the Directors are responsible to ensure that the Company and the Group maintain proper accounting and other records that disclose the financial position of the Company and the Group with reasonable accuracy at all times in compliance with the requirements of the CA 2016.

The Directors also acknowledge their overall responsibility for maintaining an appropriate internal control system to safeguard the assets of the Company and the Group so as to detect and prevent any fraud and other irregularities. However, due to the inherent limitations, such system can only provide reasonable, but not absolute, assurance against material misstatement, loss or fraud.

This statement is approved by the Board on 2 December 2025.

# ADDITIONAL COMPLIANCE INFORMATION

## 1. UTILISATION OF PROCEEDS FROM INITIAL PUBLIC OFFERING ("IPO")

On 6 September 2021, the Company issued its prospectus in relation to the public issue of 50,590,000 new ordinary shares at IPO Price in conjunction with the IPO.

The Company was listed in ACE Market on 29 September 2021 and raised gross proceeds of RM24.28 million from its IPO.

On 29 September 2023, the Board had decided to extend the timeframe for the utilisation of IPO Proceeds for an additional of twenty-four (24) months from the initial timeframe ("First Extension Timeframe") for the utilisation of the IPO Proceeds.

On 25 September 2025, the Board approved the variation on the allocation of the balance IPO Proceeds and further extension of the timeframe for the utilisation of IPO Proceeds for an additional of twenty-four (24) months from the First Extension Timeframe, resulting in total period of up to seventy-two (72) months from the date of listing.

As at 30 November 2025, the utilisation of proceeds amounting to RM24.28 million raised from the public issue of 50,590,000 new ordinary shares at an issue price of RM0.48 per share, are summarised as follows: -

Details of Utilisation	Proposed Utilisation RM'000	Variation Utilisation RM'000	Revised Utilisation RM'000	Actual Utilisation RM'000	Unutilised Amount RM'000	Initial Timeframe for Utilisation of IPO Proceeds	First Extension Timeframe for Utilisation of IPO Proceeds	Second Extension Timeline for utilisation of IPO Proceeds
Acquisition of factory for Hotstar	8,800	-	8,800	8,800	-	24 months	-	-
Capital expenditure comprising: -								
• Purchase of new machineries	3,000	150	3,150	3,007	143	24 months	48 months	72 months
• Upgrade and development of computer software and server	1,300	100	1,400	1,096	304	24 months	48 months	72 months
Repayment of bank borrowings	4,000	-	4,000	4,000	-	6 months	-	-
Marketing activities	1,500	(250)	1,250	1,141	109	24 months	48 months	72 months
General working capital	2,683	-	2,683	2,683	-	24 months	-	-
Estimated listing expenses	3,000	-	3,000	3,000	-	Immediately	-	-
<b>Total</b>	<b>24,283</b>		<b>24,283</b>	<b>23,727</b>	<b>556</b>			

The utilisation of proceeds disclosed above should be read in conjunction with the prospectus of the Company dated 6 September 2021, the announcement in relation to the extension of time dated 29 September 2023 and the announcement in relation to the variation and extension of time of the utilisation of IPO proceeds dated 25 September 2025.

## ADDITIONAL COMPLIANCE INFORMATION (CONT'D)

### 2. AUDIT AND NON-AUDIT FEES PAID/PAYABLE TO EXTERNAL AUDITORS

The amount of audit and non-audit fees paid/payable to the external auditors, namely Messrs. TGS TW PLT for the FYE 2025 by the Company and the Group respectively were as follows: -

	The Company RM	The Group RM
Audit Fees	18,000	140,000
Non-Audit Fees		
• Review of Statement on Risk Management and Internal Control	5,000	5,000

### 3. MATERIAL CONTRACTS

There was no material contract entered into by the Company and its subsidiaries involving the interest of the Directors and/or major shareholders of the Group which was either still subsisting at the end of FYE 2025 or entered into since the end of the previous financial year.

### 4. RECURRENT RELATED PARTY TRANSACTION (“RRPT”) OF A REVENUE OR TRADING NATURE

During FYE 2025, there was no material RRPT entered other than those disclosed in Note 25 (b) of the Financial Statements of the Company. Those RRPT did not exceed the threshold prescribed under Rule 10.09(1) of the AMLR.

# DIRECTORS' REPORT

The Directors have pleasure in submitting their report together with the audited financial statements of the Group and of the Company for the financial year ended 31 August 2025.

## Principal activities

The principal activity of the Company is engaged in investment holding. The principal activities of its subsidiaries are disclosed in Note 4 to the financial statements.

## Financial results

	Group RM	Company RM
Profit for the financial year	7,270,435	1,830,996
Attributable to:		
Owners of the Company	6,446,750	1,830,996
Non-controlling interests	823,685	-
	7,270,435	1,830,996

## Reserves and provisions

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

## Dividends

Since the end of the previous financial year, the Company declared:

	RM
An interim single-tier dividend of RM0.0075 per ordinary share, declared on 21 November 2024 and payable on 20 December 2024	1,459,297
An interim single-tier dividend of RM0.005 per ordinary share, declared on 13 August 2025 and payable on 26 September 2025	972,865
	2,432,162

The Board of Directors does not recommend any final dividend in respect of the current financial year.

## Issue of shares and debentures

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

## DIRECTORS' REPORT

(CONT'D)

### Options granted over unissued shares

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

### Directors

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

Dato' Zulkifli Bin Adnan	(Independent Non-Executive Chairman)
Yap Kai Min*	(Executive Director/Chief Operation Officer)
Yap Kai Ning*	(Managing Director)
Yap Tian Tion*	(Deputy Executive Chairman)
Chong Chin Look	(Independent Non-Executive Director)
Choo Yem Kuen	(Independent Non-Executive Director)
Datuk Mak Foo Wei	(Independent Non-Executive Director)

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

Khaw Kheng Lean
Lee Sen Teck
Lim Aun Chyi (Resigned on 30 June 2025)
Lim Lee Hong
Sim Thian Lim
Teoh Yih Tat
Yap Wan Lee

\* Director of the Company and its certain subsidiaries

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

### Directors' interest in shares

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

	At 1.9.2024	Number of ordinary shares			At 31.8.2025		
		Bought	Sold				
<b>Interests in the Company</b>							
<b>Direct interests</b>							
Dato' Zulkifli Bin Adnan	300,000	-	-	300,000			
Datuk Mak Foo Wei	300,000	-	-	300,000			
<b>Deemed interests</b>							
Yap Tian Tion *	143,983,000	46,502,950	(46,502,950)	143,983,000			
Yap Kai Ning ^	143,983,000	-	(46,502,950)	97,480,050			
Yap Kai Min ^	143,983,000	-	(46,502,950)	97,480,050			
<b>Interest in the holding company CEKD Holding Sdn. Bhd.</b>							
<b>Direct interests</b>							
Yap Kai Min	11,930,571	-	-	11,930,571			
Yap Kai Ning	11,930,571	-	-	11,930,571			
<b>Deemed interests</b>							
Yap Tian Tion *	59,652,854	-	-	59,652,854			
Yap Kai Ning #	47,722,283	-	-	47,722,283			
Yap Kai Min #	47,722,283	-	-	47,722,283			

^ Deemed interest by virtue of the shareholdings in the holding company.

\* Deemed interest by virtue of his spouse's and children's shareholdings in CEKD Holding Sdn. Bhd. and Shenway Pte. Ltd. through Shenway Assets Pte. Ltd..

# Deemed interest by virtue of their parents' and siblings' shareholdings in CEKD Holding Sdn. Bhd..

## DIRECTORS' REPORT (CONT'D)

### **Directors' interest in shares (Cont'd)**

By virtue of their interests in the shares of the holding company, Yap Tian Tion, Yap Kai Ning and Yap Kai Min are also deemed interested in the shares of all the subsidiaries during the financial year to the extend that the holding company has an interest under Section 8 of the Companies Act 2016 in Malaysia.

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

### **Directors' benefits**

Since the end of the previous financial year, no Director of the Company has received or become entitled to receive a benefit (other than a benefit included in the aggregate amount of remuneration received or due and receivable by Directors as shown below) by reason of a contract made by the Company or a related corporation with the Director or with a firm of which the Director is a member, or with a company in which the Director has a substantial financial interest, other than Director who have significant interests in a company which traded with the certain companies in the Group in the ordinary course of business as disclosed in Note 25(b) to the financial statements.

The Directors' remuneration for the Group and for the Company as set out in Note 25(c) to the financial statements are RM1,659,109 and RM217,900 respectively.

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

### **Indemnity and insurance costs**

During the financial year, the total amount of indemnity coverage and insurance premium paid for the Directors and certain officers of the Group were RM3,000,000 and RM21,500 respectively. No indemnity was given to or insurance effected for auditors of the Group during the financial year.

### **Other statutory information**

- (a) Before the financial statements of the Group and of the Company were prepared, the Directors took reasonable steps:
  - (i) to ascertain that action had been taken in relation to the writing off of bad debts and the making of allowance for doubtful debts and satisfied themselves that all known bad debts had been written off and that adequate allowance had been made for doubtful debts; and
  - (ii) to ensure that any current assets which were unlikely to be realised in the ordinary course of business including the value of current assets as shown in the accounting records of the Group and of the Company have been written down to an amount which the current assets might be expected so to realise.
- (b) At the date of this report, the Directors are not aware of any circumstances:
  - (i) which would render the amounts written off for bad debts or the amount of the allowance for doubtful debts in the financial statements of the Group and of the Company inadequate to any substantial extent; or
  - (ii) which would render the values attributed to current assets in the financial statements of the Group and of the Company misleading; or
  - (iii) not otherwise dealt with in this report or the financial statements of the Group and of the Company which would render any amount stated in the financial statements misleading; or
  - (iv) which have arisen which would render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.

## DIRECTORS' REPORT (CONT'D)

### Other statutory information (Cont'd)

- (c) At the date of this report, there does not exist:
  - (i) any charge on the assets of the Group and of the Company which has arisen since the end of the financial year which secures the liabilities of any other person; or
  - (ii) any contingent liability of the Group and of the Company which has arisen since the end of the financial year.
- (d) In the opinion of the Directors:
  - (i) no contingent liability or other liability has become enforceable or is likely to become enforceable within the period of twelve months after the end of the financial year which will or may affect the ability of the Group and of the Company to meet their obligations as and when they fall due;
  - (ii) the results of the operations of the Group and of the Company during the financial year were not substantially affected by any item, transaction or event of a material and unusual nature; and
  - (iii) there has not arisen in the interval between the end of the financial year and the date of this report any item, transaction or event of a material and unusual nature likely to affect substantially the results of the operations of the Group and of the Company for the financial year in which this report is made.

### Subsidiaries

The details of the subsidiaries are disclosed in Note 4 to the financial statements.

### Holding company

The holding company is CEKD Holding Sdn. Bhd., a private limited liability company incorporated and domiciled in Malaysia.

### Significant event during the financial year

The significant event during the financial year is disclosed in Note 28 to the financial statements.

### Significant event after the reporting period

The significant event after the reporting period is disclosed in Note 29 to the financial statements.

### Auditors

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

Auditors' remuneration for the Group and for the Company as set out in Note 19 to the financial statements are RM140,000 and RM18,000 respectively.

Signed on behalf of the Board of Directors in accordance with a resolution of the Directors dated 2 December 2025.

YAP KAI MIN

KUALA LUMPUR

YAP TIAN TION

## STATEMENT BY DIRECTORS

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

We, the undersigned, being two of the Directors of the Company, do hereby state that, in the opinion of the Directors, the financial statements set out on pages 74 to 113 are drawn up in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as at 31 August 2025 and of their financial performance and cash flows for the financial year then ended.

Signed on behalf of the Board of Directors in accordance with a resolution of the Directors dated 2 December 2025.

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**YAP KAI MIN**

KUALA LUMPUR

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**YAP TIAN TION**

## STATUTORY DECLARATION

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

I, Lee Huey Fen (MIA No.: 40269), being the Officer primarily responsible for the financial management of CEKD Berhad, do solemnly and sincerely declare that to the best of my knowledge and belief, the financial statements set out on pages 74 to 113 are correct and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act 1960.

Subscribed and solemnly declared by        )  
 the abovenamed at Kuala Lumpur in        )  
 the Federal Territory on 2 December 2025    )

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**LEE HUEY FEN**

Before me,

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Commissioner for Oaths

# INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF CEKD BERHAD

(INCORPORATED IN MALAYSIA)  
REGISTRATION NO. 201801023077 (1285096-M)

## Report on the audit of the financial statements

### Opinion

We have audited the financial statements of CEKD Berhad, which comprise the statements of financial position as at 31 August 2025 of the Group and of the Company, and the statements of profit or loss and other comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 74 to 113.

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

### Basis for opinion

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

### Independence and other ethical responsibilities

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

### Key audit matters

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

Key audit matters	How we addressed the key audit matters
<p><b>Inventories valuation</b></p> <p>As disclosed in Note 6 to the financial statements, the Group's held inventories amounted to RM6.9 million, representing approximately 16% of the Group's total current assets as at 31 August 2025.</p> <p>The valuation of inventories is identified as a key audit matter because of the judgement made by the Directors.</p>	<p>We reviewed the Group's policy on inventory valuation that are in accordance with MFRS 102 <i>Inventories</i>. We evaluated the operating effectiveness of key controls over the inventory system in recording the cost of inventory.</p> <p>We reviewed and verified the value of a sample of inventory item by comparing the unit price used in the financial inventory listing summary to current price lists, recent sales invoices, or recent vendor invoices to ensure inventories are stated at the lower of cost and net realisable value.</p> <p>We assessed the adequacy of the disclosures made in the financial statements.</p>

**INDEPENDENT AUDITORS' REPORT  
TO THE MEMBERS OF CEKD BERHAD  
(INCORPORATED IN MALAYSIA)  
REGISTRATION NO. 201801023077 (1285096-M) (CONT'D)**

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

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

<b>Key audit matters</b>	<b>How we addressed the key audit matters</b>
<p><b>Recoverability of trade receivables</b></p> <p>As disclosed in Note 7 to the financial statements, the Group's trade receivables amounted to RM7.5 million, representing approximately 17% of the Group's total current assets as at 31 August 2025.</p> <p>The assessment of recoverability of receivables involved judgements and estimation uncertainty in analysing historical bad debts, customer concentration, customer creditworthiness and customer payment terms.</p>	<p>We obtained the understanding of the Group's credit risk policy, and tested the processes used by management to assess credit exposures.</p> <p>We assessed the reasonableness of the methods and assumptions used by management in estimating the recoverable amount and impairment loss, which include consideration of the current economic.</p> <p>We tested the accuracy and completeness of the data used by the management.</p> <p>We reviewed the adequacy of the amount of impairment loss and inquired the management regarding the recoverability of a sample of trade receivables that are pass due but not impaired accounts and review of customers' correspondence.</p> <p>We evaluated the appropriateness and adequacy of the disclosures of expected credit loss in accordance with MFRS 9 <i>Financial Instruments</i>.</p>

There is no key audit matter to be communicated in respect of the audit of the financial statements of the Company.

**Information other than the financial statements and auditors' report thereon**

The Directors of the Company are responsible for the other information. The other information comprises the 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 the other information, we are required to report that fact. We have nothing to report in this regard.

INDEPENDENT AUDITORS' REPORT  
TO THE MEMBERS OF CEKD BERHAD  
(INCORPORATED IN MALAYSIA)  
REGISTRATION NO. 201801023077 (1285096-M) (CONT'D)

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

**Responsibilities of the Directors for the financial statements**

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

In preparing the financial statements of the Group and of the Company, the Directors are responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Group and 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.

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

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

INDEPENDENT AUDITORS' REPORT  
TO THE MEMBERS OF CEKD BERHAD  
(INCORPORATED IN MALAYSIA)  
REGISTRATION NO. 201801023077 (1285096-M) (CONT'D)

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

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

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

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

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

**Other matters**

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

**TGS TW PLT**  
202106000004 (LLP0026851-LCA) & AF002345  
Chartered Accountants

**QUEK KENG YEE**  
03852/10/2026 J  
Chartered Accountant

KUALA LUMPUR  
2 December 2025

# STATEMENTS OF FINANCIAL POSITION

## AS AT 31 AUGUST 2025

	Note	2025 RM	Group 2024 RM	Company 2025 RM	Company 2024 RM
<b>ASSETS</b>					
<b>Non-current assets</b>					
Property, plant and equipment	3	39,696,440	40,950,436	-	-
Investment in subsidiaries	4	-	-	41,217,900	41,217,900
Goodwill on consolidation	5	1,176,568	1,176,568	-	-
Amount due from subsidiaries	4(b)	-	-	2,407,000	4,594,000
		40,873,008	42,127,004	43,624,900	45,811,900
<b>Current assets</b>					
Inventories	6	6,892,358	6,746,610	-	-
Trade receivables	7	7,466,909	7,996,665	-	-
Other receivables	8	5,279,654	1,533,267	3,010,340	18,330
Amount due from subsidiaries	4(b)	-	-	1,529,697	1,533,744
Tax recoverable		179,663	314,901	-	-
Other investments	9	17,929,189	11,863,260	9,225,956	10,563,955
Cash and bank balances		6,593,986	10,578,931	1,087,876	1,536,035
		44,341,759	39,033,634	14,853,869	13,652,064
<b>Total assets</b>		<b>85,214,767</b>	<b>81,160,638</b>	<b>58,478,769</b>	<b>59,463,964</b>
<b>EQUITY</b>					
Share capital	10	57,701,089	57,701,089	57,701,089	57,701,089
Merger reserves	11	(31,917,900)	(31,917,900)	-	-
Retained earnings/(Accumulated losses)		49,672,275	45,657,687	(424,924)	176,242
Equity attributable to owners of the Company		75,455,464	71,440,876	57,276,165	57,877,331
Non-controlling interests ("NCI")	4(a)	1,419,895	916,210	-	-
<b>Total equity</b>		<b>76,875,359</b>	<b>72,357,086</b>	<b>57,276,165</b>	<b>57,877,331</b>
<b>LIABILITIES</b>					
<b>Non-current liabilities</b>					
Hire purchase and lease liabilities	12	350,006	458,152	-	-
Borrowings	13	1,308,747	1,089,433	-	-
Deferred tax liabilities	14	1,248,750	1,254,388	-	-
		2,907,503	2,801,973	-	-
<b>Current liabilities</b>					
Hire purchase and lease liabilities	12	408,874	359,340	-	-
Borrowings	13	169,301	183,284	-	-
Trade payables	15	417,168	556,521	-	-
Other payables	16	4,140,279	4,374,797	1,197,398	1,582,792
Tax payable		296,283	527,637	5,206	3,841
		5,431,905	6,001,579	1,202,604	1,586,633
<b>Total liabilities</b>		<b>8,339,408</b>	<b>8,803,552</b>	<b>1,202,604</b>	<b>1,586,633</b>
<b>Total equity and liabilities</b>		<b>85,214,767</b>	<b>81,160,638</b>	<b>58,478,769</b>	<b>59,463,964</b>

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

# STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 AUGUST 2025

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
Revenue	17	37,084,412	36,249,320	1,980,000	820,006
Cost of sales		(19,406,328)	(17,759,774)	-	-
Gross profit		17,678,084	18,489,546	1,980,000	820,006
Other income		758,180	721,733	525,558	595,767
Selling and distribution expenses		(843,747)	(1,217,955)	-	-
Administrative expenses		(7,366,333)	(8,121,568)	(640,168)	(565,511)
Net reversal on impairment of financial assets		57,905	40,500	-	-
Other expenses		(180,339)	(183,574)	-	-
<b>Profit from operations</b>		10,103,750	9,728,682	1,865,390	850,262
Finance costs	18	(94,566)	(229,156)	-	-
<b>Profit before tax</b>	19	10,009,184	9,499,526	1,865,390	850,262
Taxation	20	(2,738,749)	(2,314,929)	(34,394)	(16,550)
<b>Profit for the financial year, representing total comprehensive income for the financial year</b>		7,270,435	7,184,597	1,830,996	833,712
<b>Profit for the financial year, representing total comprehensive income for the financial year attributable to:</b>					
Owners of the Company		6,446,750	6,809,286	1,830,996	833,712
NCI		823,685	375,311	-	-
		7,270,435	7,184,597	1,830,996	833,712
<b>Earnings per share:</b>					
Basic and diluted (sen)	21	3.31	3.50		

# STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 AUGUST 2025

## Attributable to owners of the Company

Note	Share capital RM	Merger reserves RM	Retained earnings RM	Total RM	NCI RM	Total equity RM
<b>Group</b>						
<b>At 1 September 2023</b>	57,701,089	(31,917,900)	42,739,861	68,523,050	720,899	69,243,949
Total comprehensive income for the financial year	-	-	6,809,286	6,809,286	375,311	7,184,597
<b>Transactions with owners:</b>						
Dividends to owners of the Company	22	-	(3,891,460)	(3,891,460)	-	(3,891,460)
Dividends to NCI	4(a)	-	-	-	(180,000)	(180,000)
<b>At 31 August 2024</b>	57,701,089	(31,917,900)	45,657,687	71,440,876	916,210	72,357,086
<b>At 1 September 2024</b>						
Total comprehensive income for the financial year	-	-	6,446,750	6,446,750	823,685	7,270,435
<b>Transactions with owners:</b>						
Dividends to owners of the Company	22	-	(2,432,162)	(2,432,162)	-	(2,432,162)
Dividends to NCI	4(a)	-	-	-	(320,000)	(320,000)
<b>At 31 August 2025</b>	57,701,089	(31,917,900)	49,672,275	75,455,464	1,419,895	76,875,359

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

	Note	Share capital RM	Retained earnings/ (Accumulated losses) RM	Total equity RM
<b>Company</b>				
<b>At 1 September 2023</b>		57,701,089	3,233,990	60,935,079
Total comprehensive income for the financial year		-	833,712	833,712
<b>Transaction with owners:</b>				
Dividends	22	-	(3,891,460)	(3,891,460)
<b>At 31 August 2024</b>		57,701,089	176,242	57,877,331
<b>At 1 September 2024</b>		57,701,089	176,242	57,877,331
Total comprehensive income for the financial year		-	1,830,996	1,830,996
<b>Transaction with owners:</b>				
Dividends	22	-	(2,432,162)	(2,432,162)
<b>At 31 August 2025</b>		57,701,089	(424,924)	57,276,165

# STATEMENTS OF CASH FLOWS

## FOR THE FINANCIAL YEAR ENDED 31 AUGUST 2025

	Note	2025 RM	Group 2024 RM	2025 RM	Company 2024 RM
<b>Cash flows from operating activities</b>					
Profit before tax		10,009,184	9,499,526	1,865,390	850,262
Adjustments for:					
Allowance for expected credit losses					
on trade receivables		5,134	63,614	-	-
Bad debts written off		176	530	-	-
Depreciation of property, plant and equipment		2,817,973	2,798,921	-	-
Dividend income		-	-	(1,980,000)	(820,006)
Fair value gain on other investments		(338,102)	(358,680)	(255,107)	(305,000)
Gain on disposal of property, plant and equipment		(10,913)	(15,999)	-	-
Gain on early termination of lease contracts		-	(6,115)	-	-
Interest expenses		94,566	229,156	-	-
Interest income		(250,251)	(248,025)	(270,451)	(290,767)
Inventories written down		3,205	3,123	-	-
Property, plant and equipment written off		40,078	6,828	-	-
Reversal of allowance for expected credit losses on trade receivables		(63,039)	(104,114)	-	-
Unrealised loss on foreign exchange		127,044	176,216	-	-
Operating profit/(loss) before working capital changes		12,435,055	12,044,981	(640,168)	(565,511)
Changes in working capital:					
Inventories		(148,953)	(507,137)	-	-
Receivables		(3,158,902)	(385,804)	(2,992,010)	(200)
Payables		112,562	469,299	101,039	(13,046)
Cash generated from/(used in) operations		9,239,762	11,621,339	(3,531,139)	(578,757)
Tax paid		(2,840,503)	(1,938,990)	(33,029)	(29,209)
Net cash from/(used in) operating activities		6,399,259	9,682,349	(3,564,168)	(607,966)

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

Note	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
<b>Cash flows from investing activities</b>				
Repayment from/(Advances to) subsidiaries	-	-	2,191,047	(6,127,744)
Dividend received	-	-	1,980,000	820,006
Interest received	250,251	248,025	270,451	290,767
(Placement)/Withdrawal of other investments	(5,727,827)	(10,809,272)	1,593,106	(9,742,628)
Purchase of property, plant and equipment	A (1,218,103)	(4,443,780)	-	-
Proceeds from disposal of property, plant and equipment	11,000	16,000	-	-
Net cash (used in)/from investing activities	(6,684,679)	(14,989,027)	6,034,604	(14,759,599)
<b>Cash flows from financing activities</b>				
Dividends paid	(3,238,595)	(4,071,460)	(2,918,595)	(3,891,460)
Interest paid	(94,566)	(229,156)	-	-
Repayment of hire purchase and lease liabilities	B (444,651)	(442,971)	-	-
Net drawdown/(repayment) of term loans	205,331	(21,064,040)	-	-
Net cash used in financing activities	(3,572,481)	(25,807,627)	(2,918,595)	(3,891,460)
<b>Net decrease in cash and cash equivalents</b>	(3,857,901)	(31,114,305)	(448,159)	(19,259,025)
<b>Effect of exchange translation differences</b>	(127,044)	(176,216)	-	-
<b>Cash and cash equivalents at the beginning of the financial year</b>	10,578,931	41,869,452	1,536,035	20,795,060
<b>Cash and cash equivalents at the end of the financial year</b>	6,593,986	10,578,931	1,087,876	1,536,035
<b>Cash and cash equivalents at the end of the financial year comprises:</b>				
Cash and bank balances	6,593,986	10,578,931	1,087,876	1,536,035

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

**NOTES TO STATEMENTS OF CASH FLOWS**

**A. Purchase of property, plant, and equipment**

	Note	2025 RM	Group 2024 RM
Total additions	3	1,604,142	4,929,770
Less: Acquisition by means of lease liabilities	24	(386,039)	(485,990)
<b>Total cash payment</b>		<b>1,218,103</b>	<b>4,443,780</b>

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

	Note	2025 RM	Group 2024 RM
<u>Included in net cash from/(used in) operating activities:</u>			
Payment relating to short-term leases	19	31,500	36,458
Payment relating to leases of low value assets	19	3,239	3,273
			34,739
			39,731
<u>Included in net cash used in financing activities:</u>			
Payment of hire purchase and lease liabilities		444,651	442,971
Payment of interests on hire purchase and lease liabilities	18	38,391	34,632
			483,042
			517,781
			517,334

# NOTES TO THE FINANCIAL STATEMENTS

31 AUGUST 2025

## 1. CORPORATE INFORMATION

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

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

The principal place of business of the Company is located at No. 10, Jalan 1/137B, Resource Industrial Centre, Batu 5, Jalan Kelang Lama, 58200 Kuala Lumpur.

The principal activity of the Company is engaged in investment holding. The principal activities of its subsidiaries are disclosed in Note 4 to the financial statements.

The holding company is CEKD Holding Sdn. Bhd., a private limited liability company incorporated and domiciled in Malaysia.

## 2. BASIS OF PREPARATION

### (a) Statement of compliance

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

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

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

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

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

Amendments to MFRS 16	Lease Liability in a Sale and Leaseback
Amendments to MFRS 101	Classification of Liabilities as Current or Non-current
Amendments to MFRS 101	Non-current Liabilities with Covenants
Amendments to MFRS 107	Supplier Finance Arrangements
and MFRS 7	

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

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

		Effective dates for financial periods beginning on or after
Amendments to MFRS 121	Lack of Exchangeability	1 January 2025
Amendments to MFRS 9 and MFRS 7	Amendments to the Classification and Measurement of Financial Instruments	1 January 2026
Annual Improvements - Volume 11	Amendments to MFRS 1	1 January 2026
	Amendments to MFRS 7	
	Amendments to MFRS 9	
	Amendments to MFRS 10	
	Amendments to MFRS 107	
Amendments to MFRS 9 and MFRS 7	Contract Referencing Nature- dependent Electricity	1 January 2026

## NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

### 2. BASIS OF PREPARATION (CONT'D)

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

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

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

		Effective dates for financial periods beginning on or after
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 10 and MFRS 128	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Deferred until further notice

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

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

#### (b) Functional and presentation currency

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

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

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

##### Judgements

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

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

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

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

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

## NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

### 2. BASIS OF PREPARATION (CONT'D)

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

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

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

##### Useful lives of property, plant and equipment

The Group regularly reviews the estimated useful lives of property, plant and equipment based on factors such as business plan and strategies, expected level of usage and future technological developments. Future results of operations could be materially affected by changes in these estimates brought about by changes in the factors mentioned above. A reduction in the estimated useful lives of property, plant and equipment would increase the recorded depreciation and decrease the value of property, plant and equipment. The carrying amount at the reporting date for property, plant and equipment is disclosed in Note 3 to the financial statements.

##### Impairment of goodwill on consolidation

The Group determines whether goodwill is impaired at least on an annual basis. This requires an estimation of the value in use of the cash-generating units to which the goodwill is allocated. Estimating the value in use amount requires the Group to make an estimate of the expected future cash flows from the cash-generating unit and also to choose a suitable discount rate in order to calculate the present value of those cash flows. The key assumptions used to determine the value in use is disclosed in Note 5 to the financial statements.

##### Provision for expected credit loss of financial assets at amortised cost

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

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

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

The assessment of the correlation between historical observed default rates, forecast economic conditions and expected credit loss is a significant estimate. The carrying amounts of receivables at the reporting date are disclosed in Notes 4(b), 7 and 8 to the financial statements respectively.

##### Discount rate used in leases

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

## NOTES TO THE FINANCIAL STATEMENTS

### (CONT'D)

#### 2. BASIS OF PREPARATION (CONT'D)

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

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

###### Inventories valuation

Inventories are measured at the lower of cost and net realisable value. The Group estimates the net realisable value of inventories based on an assessment of expected selling prices. Demand levels and pricing competition could change from time to time. If such factors result in an adverse effect on the Group's products, the Group might be required to reduce the value of its inventories. Details of inventories are disclosed in Note 6 to the financial statements.

###### Determination of transaction prices

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

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

###### Income taxes

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

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

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

**3. PROPERTY, PLANT AND EQUIPMENT**

Group	Cost	Plant and machinery, workshop equipment, tools and utensils						Factory, warehouse and hostels			Motor vehicles	Total RM
		Freehold land	Freehold buildings	Furniture and fittings, office equipment and signboard	Electrical installation and renovation	Motor vehicles	Leasehold land	Leasehold building	warehouse	Total RM		
		RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM
<b>Cost</b>												
At 1 September 2023	7,965,983	4,923,292	4,615,054	1,990,284	29,902,920	1,221,164	10,829,525	9,697,500	773,304	1,280,206	73,199,232	
Additions	-	1,365,953	451,234	479,576	1,300,405	-	-	821,032	345,990	165,580	4,929,770	
Disposals	-	-	-	(385,295)	-	(110,000)	-	-	-	-	(110,000)	
Written off	-	-	-	-	(182,485)	(1,074,156)	-	-	-	-	(1,641,936)	
Reclassification	-	-	-	-	-	458,009	-	-	-	-	-	
Expiration of lease contracts	-	-	-	-	-	-	-	-	(206,780)	-	(206,780)	
Early termination of lease contracts	-	-	-	-	-	-	-	-	(362,452)	-	(362,452)	
<b>At 31 August 2024</b>	<b>7,965,983</b>	<b>6,289,245</b>	<b>4,680,993</b>	<b>2,287,375</b>	<b>30,129,169</b>	<b>1,569,173</b>	<b>10,829,525</b>	<b>10,518,532</b>	<b>550,062</b>	<b>987,777</b>	<b>75,807,834</b>	
Additions	-	-	166,787	86,418	632,955	-	-	314,510	255,039	148,433	1,604,142	
Disposals	-	-	-	-	(2,600)	(46,654)	-	-	-	-	(49,254)	
Written off	-	-	(53,629)	(500)	(115,135)	-	-	-	-	-	(169,264)	
Expiration of lease contracts	-	-	-	-	-	-	-	-	(204,072)	-	(204,072)	
<b>At 31 August 2025</b>	<b>7,965,983</b>	<b>6,289,245</b>	<b>4,794,151</b>	<b>2,373,293</b>	<b>30,644,389</b>	<b>1,522,519</b>	<b>10,829,525</b>	<b>10,833,042</b>	<b>601,029</b>	<b>1,136,210</b>	<b>76,989,386</b>	

### 3. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

## NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

### 3. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

(a) The net carrying amount of property, plant and equipment of the Group pledged as securities for bank borrowings as disclosed in Note 13 to the financial statements are:

	Group	2025 RM	2024 RM
Freehold buildings		2,339,433	2,399,544

(b) The net carrying amount of property, plant and equipment under hire purchase lease are motor vehicles amounting to RM444,309 (2024: RM479,720).

(c) Material accounting policy information

Property, plant and equipment (including right-of-use assets) are stated at cost less accumulated depreciation and accumulated impairment losses.

Depreciation is recognised in the profit or loss on a straight-line basis to write off the cost of each asset to its residual value over its estimated useful life. Freehold land with indefinite useful-lives are not depreciated.

Property, plant and equipment (including right-of-use assets) are depreciated based on the estimated useful lives of the assets as follows:

Freehold buildings	2 - 5%
Furniture and fittings, office equipment and signboard	10 - 20%
Electrical installation and renovation	10 - 33%
Plant and machinery, workshop equipment, tools and utensils	10 - 20%
Motor vehicles	20%
Leasehold land	Over the lease period
Leasehold building	2%
Factory, warehouse and hostels	Over the lease period

### 4. INVESTMENT IN SUBSIDIARIES

	Company	2025 RM	2024 RM
<b>At cost</b>			
Unquoted shares in Malaysia		41,217,900	41,217,900

## NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

### 4. INVESTMENT IN SUBSIDIARIES (CONT'D)

Details of the subsidiaries are as follows:

Name of company	Place of business/Country of incorporation	Effective interest (%)		Principal activities
		2025	2024	
Sharp Die Cutting Mould Sdn. Bhd. ("SDCM")	Malaysia	100	100	Manufacturing of die cutting moulds and trading of related consumables, tools and accessories.
Hotstar (M) Sdn. Bhd.	Malaysia	100	100	Manufacturing of die cutting moulds and trading of related consumables, tools and accessories.
Worldwide Die Cutting Mould Sdn. Bhd. ("WDCM")	Malaysia	82	82	Manufacturing of die cutting moulds and trading of related consumables, tools and accessories.
Kit Technology Sdn. Bhd. ("KTSB")	Malaysia	60	60	Manufacturing of die cutting moulds and trading of related consumables, tools and accessories.
<b>Subsidiary of Sharp Die Cutting Mould Sdn. Bhd.</b>				
Focuswin Diecutting Mould Sdn. Bhd.	Malaysia	100	100	Manufacturing of die cutting moulds.

#### (a) Non-controlling interests in subsidiaries

Set out below are the Group's subsidiaries that have material NCI are as follows:

Name of company	Proportion of ownership interests and voting rights held by NCI		Profit allocated to NCI		Accumulated NCI	
	2025 %	2024 %	2025 RM	2024 RM	2025 RM	2024 RM
WDCM	18	18	286,791	184,794	729,810	443,019
KTSB	40	40	536,894	190,517	690,085	473,191
				823,685	375,311	1,419,895
						916,210

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

### 4. INVESTMENT IN SUBSIDIARIES (CONT'D)

#### (a) Non-controlling interests in subsidiaries (Cont'd)

Summarised financial information of the subsidiaries that has non-controlling interests that are material to the Group is set out below. The summarised financial information below represents amounts before inter-company eliminations.

##### Summarised statements of financial position

	WDCM RM	KTSB RM	Total RM
<b>2025</b>			
Non-current assets	4,852,910	565,431	5,418,341
Current assets	4,335,815	1,746,581	6,082,396
Non-current liabilities	(2,650,113)	(153,751)	(2,803,864)
Current liabilities	(2,484,120)	(433,049)	(2,917,169)
<b>Net assets</b>	<b>4,054,492</b>	<b>1,725,212</b>	<b>5,779,704</b>
<b>2024</b>			
Non-current assets	5,135,500	699,231	5,834,731
Current assets	4,197,093	1,225,642	5,422,735
Non-current liabilities	(4,148,472)	(273,545)	(4,422,017)
Current liabilities	(2,722,910)	(468,351)	(3,191,261)
<b>Net assets</b>	<b>2,461,211</b>	<b>1,182,977</b>	<b>3,644,188</b>

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

	WDCM RM	KTSB RM	Total RM
<b>2025</b>			
Revenue	9,099,988	3,894,123	12,994,111
Profit for the financial year, representing total comprehensive income for the financial year	1,593,281	1,342,235	2,935,516
<b>2024</b>			
Revenue	7,987,500	2,234,907	10,222,407
Profit for the financial year, representing total comprehensive income for the financial year	1,026,631	476,293	1,502,924

## NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

### 4. INVESTMENT IN SUBSIDIARIES (CONT'D)

#### (a) Non-controlling interests in subsidiaries (Cont'd)

##### Summarised statements of cash flows

	WDCM RM	KTSB RM	Total RM
<b>2025</b>			
Net cash inflows from operating activities	2,000,499	1,221,173	3,221,672
Net cash (outflows)/inflows from investing activities	(53,238)	2,498	(50,740)
Net cash outflows from financing activities	(1,833,897)	(945,219)	(2,779,116)
Net cash inflows	113,364	278,452	391,816
<b>2024</b>			
Net cash inflows from operating activities	1,605,518	617,328	2,222,846
Net cash outflows from investing activities	(1,490,975)	(33,010)	(1,523,985)
Net cash inflows/(outflows) from financing activities	263,030	(92,232)	170,798
Net cash inflows	377,573	492,086	869,659

##### Other information

	WDCM RM	KTSB RM	Total RM
<b>2025</b>			
Dividends paid to NCI	-	(320,000)	(320,000)
<b>2024</b>			
Dividends paid to NCI	(180,000)	-	(180,000)

#### (b) Amount due from subsidiaries

Amount due from subsidiaries are unsecured, non-trade related, bearing interest at the rate of 2.84% per annum and repayable by 60 monthly instalments.

#### (c) Material accounting policy information

Investment in subsidiaries are measured in the Company's statement of financial position at cost less accumulated impairment losses, if any.

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

### 5. GOODWILL ON CONSOLIDATION

	Group	
	2025 RM	2024 RM
At the beginning/end of the financial year	1,176,568	1,176,568

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

The aggregate carrying amounts of goodwill is derived from manufacturing and trading segment.

#### **Impairment test for goodwill**

The recoverable amount of CGU is determined based on the value in use calculations using cash flow projections based on financial budgets approved by management covering a five years period. The values assigned to key assumptions is in respect of management's assessment of future trends in the industry.

The key assumptions used for value in use calculations are as follows:

(i) Budgeted gross margin

The basis used to determine the value assigned to the budgeted gross margins is the average gross margins achieved in the year immediately before the budgeted year. The average gross margin applied was 43% (2024: 39%).

(ii) Growth rate

The weighted average growth rates used are consistent with the long-term average growth rate anticipated for the entities based on its past performance and industry demand. The average growth rate applied was 1% (2024: 1%) per annum.

(iii) Discount rate

The discount rate used are pre-tax and reflect management's estimate of the risk specific to the CGU at the date of assessment. The average discount rate applied was 8.50% (2024: 11.45%) per annum.

#### **Sensitivity to changes in assumptions**

With regard to the assessment of the value in use of the CGU, management believes that any changes to the key assumptions above would not result in the carrying values of the CGU to materially exceed their recoverable amount.

Having considered the above, the management is of the view that there is no impairment of goodwill as at 31 August 2025.

## NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

### 6. INVENTORIES

	Group	
	2025 RM	2024 RM
<b>At cost</b>		
Raw materials	6,892,358	6,746,610
<b>Recognised in profit or loss</b>		
Inventories recognised as cost of sales	6,576,797	6,032,034
Inventories written down	3,205	3,123

Inventories are measured at the lower of cost and net realisable value.

The cost of inventories are determined on a weighted average basis.

The inventories written down is made when the related inventories are obsolete.

### 7. TRADE RECEIVABLES

	Group	
	2025 RM	2024 RM
Trade receivables	7,553,348	8,143,317
Less: Allowance for expected credit losses ("ECLs")	(86,439)	(146,652)
	7,466,909	7,996,665

Trade receivables are non-interest bearing and the credit term is generally on cash term to 120 days (2024: cash term to 120 days) term. They are recognised at their original invoice amounts which represent their fair values on initial recognition.

Included in trade receivables of the Group is an amount of RM75,167 (2024: RM93,463) due from companies in which certain Directors have interests.

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

	Group	
	2025 RM	2024 RM
At beginning of the financial year	146,652	245,019
Charge for the financial year	5,134	63,614
Reversal for the financial year	(63,039)	(104,114)
Written off for the financial year	(2,308)	(57,867)
At end of the financial year	86,439	146,652

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

### 7. TRADE RECEIVABLES (CONT'D)

The following table provides information about the exposure to credit risk and ECLs for trade receivables:

	Gross amount RM	ECLs RM	Net amount RM
<b>Group</b>			
<b>2025</b>			
Not past due	3,166,414	(20,998)	3,145,416
Past due:			
Less than 30 days	2,456,030	(27,627)	2,428,403
31 to 60 days	1,169,842	(20,944)	1,148,898
61 to 90 days	546,038	(10,403)	535,635
More than 90 days	215,024	(6,467)	208,557
	<b>7,553,348</b>	<b>(86,439)</b>	<b>7,466,909</b>
<b>2024</b>			
Not past due	4,719,526	(37,332)	4,682,194
Past due:			
Less than 30 days	2,020,270	(51,391)	1,968,879
31 to 60 days	865,932	(16,163)	849,769
61 to 90 days	398,326	(24,664)	373,662
More than 90 days	139,263	(17,102)	122,161
	<b>8,143,317</b>	<b>(146,652)</b>	<b>7,996,665</b>

### 8. OTHER RECEIVABLES

	Group	Company		
	2025 RM	2024 RM	2025 RM	2024 RM
Non-trade receivables	361,695	34,292	-	-
Deposits	3,507,858	391,865	3,000,000	-
Advance to suppliers	1,069,003	942,079	-	-
Prepayments	341,098	165,031	10,340	18,330
	<b>5,279,654</b>	<b>1,533,267</b>	<b>3,010,340</b>	<b>18,330</b>

Included in the deposits of the Group and of the Company is an amount of RM3,000,000 and RM3,000,000 (2024: RMNil and RMNil) represent deposit paid to solicitor for acquisition of a company. The details are disclosed in Note 28 to the financial statements.

## NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

### 9. OTHER INVESTMENTS

	Group	Company	
		2025 RM	2024 RM
<b>At fair value through profit or loss ("FVTPL")</b>			
Money market funds in Malaysia		17,929,189	11,863,260
		9,225,956	10,563,955

The fair value of the financial asset at FVTPL is classified as Level 1 fair value item for the purpose of fair value hierarchy disclosures. The fair value of money market funds is derived from the net asset value calculated based on the market value of the underlying assets held by the funds.

Other investments measured at FVTPL on initial recognition are subsequently measured at fair value with gains or losses recognised in profit and loss.

### 10. SHARE CAPITAL

	Group and Company			
	Number of ordinary shares		Amount	
	2025 Units	2024 Units	2025 RM	2024 RM
<b>Issued and fully paid up</b>				
At 1 September/At 31 August	194,573,000	194,573,000	57,701,089	57,701,089

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

### 11. MERGER RESERVES

The merger reserves represent the difference between the carrying value of the investment in subsidiaries and the share capital of the Company's subsidiaries upon consolidation under the merger accounting principle.

## NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

### 12. HIRE PURCHASE AND LEASE LIABILITIES

	Group	
	2025 RM	2024 RM
<b>Non-current</b>		
Hire purchase liabilities	75,965	300,069
Lease liabilities	274,041	158,083
	<hr/> 350,006	<hr/> 458,152
<b>Current</b>		
Hire purchase liabilities	167,845	132,317
Lease liabilities	241,029	227,023
	<hr/> 408,874	<hr/> 359,340
	<hr/> 758,880	<hr/> 817,492

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

	Group	
	2025 RM	2024 RM
Within 1 year	437,471	389,098
Between 2 to 5 years	353,386	441,502
More than 5 years	25,310	48,686
	<hr/> 816,167	<hr/> 879,286
Less: Future finance charges	(57,287)	(61,794)
Present value of hire purchase and lease liabilities	<hr/> 758,880	<hr/> 817,492

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

The hire purchase liabilities of the Group attract interest at rates ranging from 2.16% to 3.72% (2024: 2.16% to 3.72%). Lease payments relating to other lease liabilities are discounted using the Group's annual incremental borrowings rates of 6.14% to 6.85% (2024: 4.60% to 6.67%).

## NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

### 13. BORROWINGS

	Group	2025	2024
	RM	RM	RM
<b>Secured</b>			
<b>Non-current</b>			
Term loans		1,308,747	1,089,433
<b>Current</b>			
Term loans		169,301	183,284
		1,478,048	1,272,717

The borrowings are secured by the following:

- (i) Assignment of Mortgage Reducing Term Assurance (MRTA) issued by Sun Life Malaysia Assurance Berhad under a Director for the sum insured of RM10,000,000;
- (ii) First party legal charge over the Group's property as disclosed in Note 3 to the financial statements;
- (iii) Corporate guarantee by the Company; and
- (iv) Covenant of maintaining gearing ratio not more than 3.0 times at all times.

Term loans are repayable by 36 to 240 (2024: 36 to 240) months.

The interest rates per annum of the borrowings are as follows:

	Group	2025	2024
	%	%	%
Term loans		4.00 to 4.27	4.00 - 4.68

### 14. DEFERRED TAX LIABILITIES

	Group	2025	2024
	RM	RM	RM
At 1 September		1,254,388	1,123,792
Recognised in profit or loss		(5,638)	130,596
At 31 August		1,248,750	1,254,388

The components of deferred tax (assets)/liabilities at the end of the reporting period are as follows:

	Group	2025	2024
	RM	RM	RM
Property, plant and equipment		1,268,539	1,317,574
Provisions		(19,789)	(62,186)
Others		-	(1,000)
		1,248,750	1,254,388

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

### 15. TRADE PAYABLES

The normal trade credit terms granted by the suppliers of the Group ranged from cash term to 180 days (2024: cash term to 180 days) depending on the term of the contracts.

### 16. OTHER PAYABLES

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Non-trade payables	580,773	401,492	29,889	450
Accruals of expenses	2,374,177	2,320,955	194,644	123,044
Dividend payable	972,865	1,459,298	972,865	1,459,298
Deposit received	20,380	8,960	-	-
Sale and Service Tax payable ("SST")	192,084	184,092	-	-
	<b>4,140,279</b>	<b>4,374,797</b>	<b>1,197,398</b>	<b>1,582,792</b>

Included in non-trade payables of the Group is an amount of RM2,310 (2024: RM660) due to a company in which certain Directors have interests.

### 17. REVENUE

	Group		Group	
	2025 RM	2024 RM	2025 RM	2024 RM
<b>Revenue from contracts with customers:</b>				
Sales of die cutting mould and related products			37,084,412	36,249,320
<b>Timing of revenue recognition:</b>				
At a point in time			37,084,412	36,249,320
<b>Geographical market:</b>				
Malaysia			34,190,563	26,666,574
Overseas			2,893,849	9,582,746
			<b>37,084,412</b>	<b>36,249,320</b>

Breakdown of the Group's revenue from contracts with customers by segments:

	Manufacturing RM	Trading RM	Total RM
<b>2025</b>			
Sales of die cutting mould and related products	35,742,259	1,342,153	37,084,412
<b>2024</b>			
Sales of die cutting mould and related products	33,283,641	2,965,679	36,249,320

## NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

### 17. REVENUE (CONT'D)

#### **Company**

Revenue represents dividend income received or receivable from subsidiaries.

The Group and the Company recognise revenue from the following:

#### Sales of goods

The Group manufactures and sells the goods in overseas and local markets. Revenue from sales of goods is recognised at a point in time when control of the products has transferred, being when the products are delivered to the customer.

Revenue is recognised based on the price specified in the contract, net of the rebates, discounts and taxes.

A receivable is recognised by the Group when the goods are delivered as this represents the point in time at which the right to consideration is unconditional, because only the passage of time is required before payment is due. No element of financing is deemed present as the revenue is recognised with a credit term of cash term to 120 days, which is consistent with market practices.

#### Dividend income

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

### 18. FINANCE COSTS

	Group	
	2025 RM	2024 RM
<b>Interest expenses on:</b>		
- Lease liabilities	38,391	34,632
- Term loans	56,175	194,524
	<b>94,566</b>	<b>229,156</b>

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

### 19. PROFIT BEFORE TAX

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

	Group	Company		
	2025 RM	2024 RM	2025 RM	2024 RM
Auditors' remuneration				
- Audit fee	140,000	133,000	18,000	16,000
- Non-audit fee	5,000	5,000	5,000	5,000
Allowance for ECLs on trade receivables	5,134	63,614	-	-
Bad debts written off	176	530	-	-
Depreciation of property, plant and equipment	2,817,973	2,798,921	-	-
Dividend income	-	-	(1,980,000)	(820,006)
Fair value gain on other investments	(338,102)	(358,680)	(255,107)	(305,000)
Gain on disposal of property, plant and equipment	(10,913)	(15,999)	-	-
Gain on early termination of lease contracts	-	(6,115)	-	-
Interest income	(250,251)	(248,025)	(270,451)	(290,767)
Inventories written down	3,205	3,123	-	-
Property, plant and equipment written off	40,078	6,828	-	-
Lease expenses related to short-term leases (a)	31,500	36,458	-	-
Lease expenses related to low value assets (a)	3,239	3,273	-	-
Unrealised loss on foreign exchange	127,044	176,216	-	-
Realised gain on foreign exchange	(30,458)	(78,151)	-	-
Rental income	(19,200)	-	-	-
Reversal of allowance for ECLs on trade receivables	(63,039)	(104,114)	-	-

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

### 20. TAXATION

	Group	Company		
	2025 RM	2024 RM	2025 RM	2024 RM
<b>Tax expenses recognised in profit or loss</b>				
<b>Current tax</b>				
Current financial year provision	2,746,019	2,393,247	34,553	31,857
Over provision in prior financial year	(1,632)	(208,914)	(159)	(15,307)
	2,744,387	2,184,333	34,394	16,550
<b>Deferred tax</b>				
Origination and reversal of temporary differences	(76,628)	130,119	-	-
Under provision in prior financial year	70,990	477	-	-
	(5,638)	130,596	-	-
	2,738,749	2,314,929	34,394	16,550

## NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

### 20. TAXATION (CONT'D)

A reconciliation of income tax expenses applicable to profit before tax at the statutory tax rate to income tax expenses at the effective income tax rate of the Group and of the Company are as follows:

	Group	Company		
	2025 RM	2024 RM	2025 RM	2024 RM
Profit before tax	10,009,184	9,499,526	1,865,390	850,262
At Malaysian statutory tax rate of 24%(2024: 24%)	2,402,204	2,279,886	447,694	204,063
Expenses not deductible for tax purposes	514,757	500,901	148,940	128,426
Income not subject to tax	(218,075)	(222,053)	(562,081)	(300,632)
Double deduction	(29,894)	(35,368)	-	-
Movement of deferred tax assets not recognised	399	-	-	-
Over provision of current tax in prior financial year	(1,632)	(208,914)	(159)	(15,307)
Under provision of deferred tax in prior financial year	70,990	477	-	-
	2,738,749	2,314,929	34,394	16,550

#### Unrecognised deferred tax asset

Deferred tax asset (stated at gross) has not been recognised in respect of the following item:

	Group	Company	
	2025 RM	2024 RM	
Property, plant and equipment	1,663	-	

Deferred tax asset has not been recognised in respect of the item as they may not have sufficient taxable profits to be used to offset.

### 21. EARNINGS PER SHARE

#### (a) Basic earnings per share

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

	Group	Company	
	2025 RM	2024 RM	
Profit attributable to owners of the Company	6,446,750	6,809,286	
Weighted average number of ordinary shares (units)	194,573,000	194,573,000	
Basic earnings per ordinary shares (sen)	3.31	3.50	

#### (b) Diluted earnings per share

There is no dilution in earnings per share as the Company does not have any convertible financial instruments as at the reporting date.

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

### 22. DIVIDENDS

	Group and Company	2025	2024
	RM	RM	
<b><u>In respect of the financial year ended 31 August 2024</u></b>			
An interim single-tier dividend of RM0.0050 per ordinary share, declared on 15 November 2023 and payable on 15 December 2023	-	972,865	
An interim single-tier dividend of RM0.0075 per ordinary share, declared on 30 January 2024 and payable on 4 March 2024	-	1,459,297	
An interim single-tier dividend of RM0.0075 per ordinary share, declared on 24 July 2024 and payable on 27 September 2024	-	1,459,298	
<b><u>In respect of the financial year ended 31 August 2025</u></b>			
An interim single-tier dividend of RM0.0075 per ordinary share, declared on 21 November 2024 and payable on 20 December 2024	1,459,297	-	
An interim single-tier dividend of RM0.0050 per ordinary share, declared on 13 August 2025 and payable on 26 September 2025	972,865	-	
	<b>2,432,162</b>	<b>3,891,460</b>	

The Board of Directors does not recommend any final dividend in respect of the current financial year.

### 23. STAFF COSTS

	Group	Company	
	2025 RM	2024 RM	2025 RM
	RM	RM	RM
Salaries, wages and other emoluments	11,029,106	10,720,706	11,500
Defined contribution plans	1,141,649	1,070,590	-
Social security contributions	155,414	139,758	-
	<b>12,326,169</b>	<b>11,931,054</b>	<b>11,500</b>
			11,500

### 24. RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

The table below shows the detailed changes in the liabilities of the Group arising from financing activities, including both cash and non-cash changes:

	At 1.9.2024 RM	New lease RM	Financing cash flows (i) RM	At 31.8.2025 RM
<b>Group</b>				
Hire purchase and lease liabilities	817,492	386,039	(444,651)	758,880
Term loans	1,272,717	-	205,331	1,478,048
	<b>2,090,209</b>	<b>386,039</b>	<b>(239,320)</b>	<b>2,236,928</b>

## NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

### 24. RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES (CONT'D)

	At 1.9.2023 RM	New lease RM	Financing cash flows (i) RM	Other changes (ii) RM	At 31.8.2024 RM
<b>Group</b>					
Hire purchase and lease liabilities	891,172	485,990	(442,971)	(116,699)	817,492
Term loans	22,336,757	-	(21,064,040)	-	1,272,717
	23,227,929	485,990	(21,507,011)	(116,699)	2,090,209

- (i) The cash flows from borrowings make up the net amounts of proceeds from or repayments of borrowings in the statements of cash flows.
- (ii) Other changes include early termination of lease contracts.

### 25. RELATED PARTY DISCLOSURES

#### (a) Identifying related parties

For the purposes of these financial statements, parties are considered to be related to the Group and the Company if the Group and the Company have the ability, directly or indirectly, to control or joint control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Group and the Company and the party are subject to common control. Related parties may be individuals or other entities.

Related parties also include key management personnel defined as those persons having authority and responsibility for planning, directing and controlling the activities of the Group and of the Company either directly or indirectly. The key management personnel comprise the Directors and management personnel of the Group and of the Company, having authority and responsibility for planning, directing and controlling the activities of the Group and of the Company directly or indirectly.

#### (b) Significant related party transactions

Related party transactions have been entered into the normal course of business under negotiated terms. In addition to the related party balances disclosed elsewhere in the financial statements, the significant related party transactions of the Group and of the Company are as follows:

	Group 2025 RM	2024 RM	Company 2025 RM	2024 RM
<b>Transactions with subsidiaries</b>				
- Dividend income	-	-	1,980,000	820,006
- Interest income	-	-	146,579	143,775
<b>Transactions with companies in which Directors have interests</b>				
- Sales to	276,206	225,581	-	-
- Purchases from	4,890	996	-	-
- Lease rental paid	21,600	19,800	-	-

## NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

### 25. RELATED PARTY DISCLOSURES (CONT'D)

#### (c) Compensation of key management personnel

The compensation of Directors and other key management personnel of the Group and of the Company are as follows:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
<b>Executive Directors</b>				
Fees	2,000	-	-	-
Salaries and other emoluments	1,231,400	1,114,550	-	-
Defined contribution plans	201,245	161,822	-	-
Social security contributions	6,564	5,515	-	-
	<b>1,441,209</b>	<b>1,281,887</b>	-	-
<b>Non-executive Directors</b>				
Fees	206,400	186,000	206,400	186,000
Other emoluments	11,500	11,500	11,500	11,500
	<b>217,900</b>	<b>197,500</b>	<b>217,900</b>	<b>197,500</b>
<b>Other key management personnel</b>				
Fees	114,000	218,000	-	-
Salaries and other emoluments	828,812	710,422	-	-
Defined contribution plans	95,955	80,737	-	-
Social security contributions	8,208	7,614	-	-
	<b>1,046,975</b>	<b>1,016,773</b>	-	-
<b>Total key management personnel compensation</b>	<b>2,706,084</b>	<b>2,496,160</b>	<b>217,900</b>	<b>197,500</b>

## NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

### 26. SEGMENT INFORMATION

For management purposes, the Group is organised into business units based on their products and services, and has three reportable segments as follows:

- (i) Manufacturing : Manufacturing of die cutting moulds.
- (ii) Trading : Trading of related consumables, tools and accessories.
- (iii) Investment holding : Holding of investments in shares of subsidiaries.

Management monitors the operating results of its business units separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on profit or loss and is measured consistently with profit or loss in the consolidated financial statements.

Transactions between segments are carried out on agreed terms between both parties. The effects of such inter-segment transactions are eliminated on consolidation. The measurement basis and classification are consistent with those adopted in the previous financial year.

Information about segment assets and liabilities are neither included in the internal management reports nor provided regularly to the management. Hence, no disclosures are made on segment assets and liabilities.

	Note	Manufacturing RM	Trading RM	Investment holding RM	Adjustment and eliminations RM	Consolidated RM
<b>2025</b>						
<b>Revenue</b>						
External revenue		35,742,259	1,342,153	-	-	37,084,412
Inter-segment revenue	A	4,355,259	66,549	1,980,000	(6,401,808)	-
Total revenue		40,097,518	1,408,702	1,980,000	(6,401,808)	37,084,412
Gross profit		17,038,282	639,802	-	-	17,678,084
Other income						758,180
Unallocated expenses						(8,332,514)
Finance costs						(94,566)
Taxation						(2,738,749)
Profit for the financial year	B					7,270,435
<b>2024</b>						
<b>Revenue</b>						
External revenue		33,283,641	2,965,679	-	-	36,249,320
Inter-segment revenue	A	1,327,320	2,678,350	820,006	(4,825,676)	-
Total revenue		34,610,961	5,644,029	820,006	(4,825,676)	36,249,320
Gross profit		17,852,755	636,791	-	-	18,489,546
Other income						721,733
Unallocated expenses						(9,482,597)
Finance costs						(229,156)
Taxation						(2,314,929)
Profit for the financial year	B					7,184,597

## NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

### 26. SEGMENT INFORMATION (CONT'D)

Notes to the nature of adjustments and eliminations to arrive at amounts reported in the consolidated financial statements:

- A. Inter-segment revenues are eliminated on consolidation.
- B. Profit for the financial year consists of the following items as presented in the respective notes to the financial statements:

	Group	2025	2024
	RM	RM	RM
Allowance for ECLs on trade receivables	5,134	63,614	
Bad debts written off	176	530	
Depreciation of property, plant and equipment	2,817,973	2,798,921	
Fair value gain on other investments	(338,102)	(358,680)	
Gain on disposal of property, plant and equipment	(10,913)	(15,999)	
Gain on early termination of lease contracts	-	(6,115)	
Inventories written down	3,205	3,123	
Interest income	(250,251)	(248,025)	
Property, plant and equipment written off	40,078	6,828	
Reversal of allowance for ECLs on trade receivables	(63,039)	(104,114)	
Unrealised loss on foreign exchange	127,044	176,216	

#### Geographical information

Segment information by geographical segment is not presented as the activities of the Group are located principally in Malaysia.

Non-current assets information based on geographical location of the assets are as follows:

	Group	2025	2024
	RM	RM	RM
Malaysia	40,873,008	42,127,004	

Revenue information based on the geographical location of customers are disclosed in Note 17 the financial statements.

#### Major customer

There is no major customer which more than 10% of the Group's revenue.

## NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

### 27. FINANCIAL INSTRUMENTS

#### (a) Classification of financial instruments

Financial assets and financial liabilities are measured on an ongoing basis either at fair value or at amortised cost.

The following table analyses the financial assets and liabilities in the statements of financial position by the class of financial instruments to which they are assigned, and therefore by the measurement basis:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
<b>At FVTPL</b>				
<b>Financial asset</b>				
Other investments	17,929,189	11,863,260	9,225,956	10,563,955
<b>At amortised cost</b>				
<b>Financial assets</b>				
Trade receivables	7,466,909	7,996,665	-	-
Other receivables	3,869,553	426,157	3,000,000	-
Amount due from subsidiaries	-	-	1,529,697	1,533,744
Cash and bank balances	6,593,986	10,578,931	1,087,876	1,536,035
	17,930,448	19,001,753	5,617,573	3,069,779
<b>At amortised cost</b>				
<b>Financial liabilities</b>				
Trade payables	417,168	556,521	-	-
Other payables	3,948,195	4,190,705	1,197,398	1,582,792
Borrowings	1,478,048	1,272,717	-	-
	5,843,411	6,019,943	1,197,398	1,582,792

#### (b) Financial risk management objectives and policies

The Group's and the Company's financial risk management policy are to ensure that adequate financial resources are available for the development of the Group's and of the Company's operation whilst managing their credit, liquidity and market risks. The Group and the Company operate within clearly defined guidelines that are approved by the Board and the Group's and the Company's policy are not to engage in speculative transactions.

## NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

### 27. FINANCIAL INSTRUMENTS (CONT'D)

#### (b) Financial risk management objectives and policies (Cont'd)

The following sections provide details regarding the Group's and the Company's exposure to the above-mentioned financial risks and the objectives, policies, and processes for the management of these risks.

##### (i) Credit risk

Credit risk is the risk of a financial loss to the Group and the Company if a customer or counterparty to a financial instrument fails to meet its contractual obligations. The Group's exposure to credit risk arises principally from the trade and other receivables, other investments and cash and bank balances. The Company's exposure to credit risk arises principally from the other receivables, amount due from subsidiaries, other investments and cash and bank balances. There are no significant changes as compared to previous financial year.

The Group and the Company have adopted a policy of only dealing with creditworthy counterparties. Management has a credit policy in place to control credit risk by dealing with creditworthy counterparties and deposits with banks with good credit rating. The exposure to credit risk is monitored on an ongoing basis and action will be taken for long outstanding debts.

The Company provides unsecured loans and advances to certain subsidiaries. It also provides financial guarantees to banks for banking facilities granted to certain subsidiaries. The Company monitors on an ongoing basis the results of the subsidiaries and repayments made by the subsidiaries.

At each reporting date, the Group and the Company assess whether any of the receivables are credit impaired.

The gross carrying amounts of credit impaired trade receivables are written off (either partial or full) when there is no realistic prospect of recovery. This is generally the case when the Group or the Company determine that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. Nevertheless, trade receivables that are written off could still be subject to enforcement activities.

The carrying amounts of the financial assets recorded on the statements of financial position at the end of the financial year represent the Group's and the Company's maximum exposure to credit risk except for financial guarantees provided to banks for banking facilities.

There are no significant changes as compared to the previous financial year.

The Group has no significant concentration of credit risk as its exposure spread over a large number of customers. The Company has no significant concentration of credit risks except for loans to certain subsidiaries where risks of default have been assessed to be low.

##### (ii) Liquidity risk

Liquidity risk refers to the risk that the Group and the Company will encounter difficulty in meeting their financial obligations as they fall due. The Group's and the Company's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities.

The Group's and the Company's funding requirement and liquidity risk are managed with the objective of meeting business obligations on a timely basis. The Group and the Company finance their liquidity through internally generated cash flows and minimises liquidity risk by keeping committed credit lines available.

## NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

### 27. FINANCIAL INSTRUMENTS (CONT'D)

#### (b) Financial risk management objectives and policies (Cont'd)

##### (ii) Liquidity risk (Cont'd)

The following table analyses the remaining contractual maturity for financial liabilities. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Group and the Company can be required to pay.

	On demand within 1 year RM	2 to 5 years RM	More than 5 years RM	Total contractual cash flows RM	Total carrying amounts RM
<b>Group</b>					
<b>2025</b>					
<u>Non-derivative financial liabilities</u>					
Hire purchase and lease liabilities	437,471	353,386	25,310	816,167	758,880
Borrowings	228,500	942,120	575,813	1,746,433	1,478,048
Trade payables	417,168	-	-	417,168	417,168
Other payables	3,948,195	-	-	3,948,195	3,948,195
	5,031,334	1,295,506	601,123	6,927,963	6,602,291
<b>2024</b>					
<u>Non-derivative financial liabilities</u>					
Hire purchase and lease liabilities	389,098	441,502	48,686	879,286	817,492
Borrowings	237,852	878,419	361,311	1,477,582	1,272,717
Trade payables	556,521	-	-	556,521	556,521
Other payables	4,190,705	-	-	4,190,705	4,190,705
	5,374,176	1,319,921	409,997	7,104,094	6,837,435

## NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

### 27. FINANCIAL INSTRUMENTS (CONT'D)

#### (b) Financial risk management objectives and policies (Cont'd)

##### (ii) Liquidity risk (Cont'd)

The following table analyses the remaining contractual maturity for financial liabilities. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Group and the Company can be required to pay. (Cont'd)

	On demand within 1 year RM	2 to 5 years RM	More than 5 years RM	Total contractual cash flows RM	Total carrying amounts RM
<b>Company</b>					
<b>2025</b>					
<u>Non-derivative financial liability</u>					
Other payables	1,197,398		-	-	1,197,398
<b>2024</b>					
<u>Non-derivative financial liability</u>					
Other payables	1,582,792		-	-	1,582,792

##### (iii) Market risk

###### Foreign currency risk

The Group is exposed to foreign currency risk on transactions that are denominated in currencies other than the functional currency of the Group. The currencies giving rise to this risk are primarily United States Dollar ("USD"), Euro ("EUR"), Singapore Dollar ("SGD"), Chinese Yuan ("CNY") and Hong Kong Dollar ("HKD").

The Group has not entered into any derivative instruments for hedging or trading purposes as the net exposure to foreign currency risk is not significant. However, the exposure to foreign currency risk is monitored from time to time by management.

## NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

### 27. FINANCIAL INSTRUMENTS (CONT'D)

#### (b) Financial risk management objectives and policies (Cont'd)

##### (iii) Market risk (Cont'd)

###### Foreign currency risk (Cont'd)

The carrying amounts of the Group's foreign currency denominated financial assets and financial liabilities at the end of the reporting period are as follows:

	USD RM	EUR RM	SGD RM	CNY RM	HKD RM	Others RM
<b>Group</b>						
<b>2025</b>						
Financial assets	3,225,257	210,599	120,002	19,845	-	1,817
Financial liabilities	(23,705)	(155,625)	-	(6,128)	(11,270)	-
	3,201,552	54,974	120,002	13,717	(11,270)	1,817
<b>2024</b>						
Financial assets	2,772,821	294,565	249,733	1,096	-	1,816
Financial liabilities	(64,656)	(197,680)	(1,553)	(7,548)	(19,260)	(30,844)
	2,708,165	96,885	248,180	(6,452)	(19,260)	(29,028)

###### Foreign currency sensitivity analysis

The following table demonstrates the sensitivity of the Group's profit before tax for the financial year to a reasonably possible change in the USD, EUR, SGD, CNY, HKD and others exchange rates against RM, with all other variables held constant.

	Change in currency rate	Effect on profit before tax	
		2025 RM	2024 RM
USD	Strengthend 1% Weakend 1%	32,016 (32,016)	27,082 (27,082)
EUR	Strengthend 1% Weakend 1%	550 (550)	969 (969)
SGD	Strengthend 1% Weakend 1%	1,200 (1,200)	2,482 (2,482)
CNY	Strengthend 1% Weakend 1%	137 (137)	(65) 65
HKD	Strengthend 1% Weakend 1%	(113) 113	(193) 193
Others	Strengthend 1% Weakend 1%	18 (18)	(290) 290

## NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

### 27. FINANCIAL INSTRUMENTS (CONT'D)

#### (b) Financial risk management objectives and policies (Cont'd)

##### (iii) Market risk (Cont'd)

###### Interest rate risk

The Group's fixed rate borrowings and the Company's fixed rate amount due from subsidiaries are exposed to a risk of change in their fair value due to changes in interest rates. The Group's variable rate borrowings are exposed to a risk of change in cash flows due to changes in interest rates.

The Group manages its interest rate risk exposure from interest bearing borrowings by obtaining financing with the most favourable interest rates in the market. The Group constantly monitors its interest rate risk by reviewing its debts portfolio to ensure favourable rates are obtained. The Group does not utilise interest swap contracts or other derivative instruments for trading or speculative purposes.

The interest rate profile of the Group's and the Company's significant interest-bearing financial instruments, based on carrying amounts as at the end of the reporting period was:

	2025 RM	2024 RM
<b>Group</b>		
<b>Fixed rate instruments</b>		
<u>Financial liabilities</u>		
Term loans	(8,320)	(24,992)
Hire purchase and lease liabilities	(758,880)	(817,492)
	<hr/> (767,200)	<hr/> (842,484)
<b>Floating rate instrument</b>		
<u>Financial liability</u>		
Term loans	(1,469,728)	(1,247,725)
<b>Company</b>		
<b>Fixed rate instrument</b>		
<u>Financial asset</u>		
Amount due from subsidiaries	3,936,697	6,127,744

## NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

### 27. FINANCIAL INSTRUMENTS (CONT'D)

(b) Financial risk management objectives and policies (Cont'd)

(iii) Market risk (Cont'd)

Interest rate risk (Cont'd)

**Interest rate risk sensitivity analysis**

Fair value sensitivity analysis for fixed rate instruments

The Group and the Company do not account for any fixed rate financial assets and liabilities at fair value through profit or loss. Therefore, a change in interest rates at the end of the reporting period would not affect profit or loss.

Cash flow sensitivity analysis for floating rate instruments

A change in 1% interest rate at the end of the reporting period would have increased/(decreased) the Group's profit before tax by RM14,697 (2024: RM12,477), arising mainly as a result of lower/higher interest expense on floating rate loans and borrowings. This analysis assumes that all other variables remain constant. The assumed movement in basis points for interest rate sensitivity analysis is based on the currently observable market environment.

(c) Fair value of financial instruments

The carrying amounts of short-term receivables, payables, cash and cash equivalents and short-term borrowings approximate their fair value due to the relatively short-term nature of these financial instruments and insignificant impact of discounting.

### 28. SIGNIFICANT EVENT DURING THE FINANCIAL YEAR

On 13 August 2025, the Company entered into a Share Sale Agreement with two individuals for the acquisition of 1,500,003 ordinary shares, representing 100% of the equity interest in Shin Fuji Labels Sdn. Bhd. for a total consideration of RM3 million. The acquisition has been completed on 4 September 2025.

### 29. SIGNIFICANT EVENT AFTER THE REPORTING PERIOD

On 10 October 2025, SDCM, a wholly-owned subsidiary of the Company, entered into a Sale and Purchase Agreement with a vendor for the acquisition of a leasehold land and building for a total cash consideration of RM15 million. The transaction is still pending completion as of the date of this report.

### 30. CAPITAL COMMITMENT

	Group	
	2025 RM	2024 RM
Authorised and contracted for:		
- Property, plant and equipment	13,200	-

## NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

### 31. CAPITAL MANAGEMENT

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital.

In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt.

The Group monitors capital using a gearing ratio. The Group's policy is to maintain a prudent level of gearing ratio that complies with debt covenants and regulatory requirements. The gearing ratios at end of the reporting period are as follows:

	Group	
	2025 RM	2024 RM
Hire purchase liabilities	243,810	432,386
Borrowings	1,478,048	1,272,717
Less: Cash and bank balances	(6,593,986)	(10,578,931)
 Net cash	 (4,872,128)	 (8,873,828)
 Total equity	 76,875,359	 72,357,086
 Gearing ratio	 N/A*	 N/A*

\* The gearing ratio is not applicable as the Group has sufficient cash and bank balances.

There were no changes in the Group's approach to capital management during the financial year.

### 32. DATE OF AUTHORISATION FOR ISSUE

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the Directors on 2 December 2025.

# ANALYSIS OF SHAREHOLDINGS

AS AT 30 NOVEMBER 2025

Total Number of Issued Shares : 194,573,000  
 Issued and Fully Paid-up : RM57,701,089.20  
 Class of Shares : Ordinary Shares  
 Voting Rights : One (1) Vote Per Ordinary Share

## Distribution of Shareholdings

Size of Shareholdings	No. of Shareholders	% of Shareholders	No. of Shares	% of Shares
Less than 100	4	0.207	109	0.000
100 - 1,000	343	17.790	213,700	0.110
1,001 - 10,000	948	49.170	5,113,291	2.628
10,001 - 100,000	542	28.112	18,304,600	9.408
100,001 – 9,728,649 (*)	88	4.564	26,958,300	13.855
9,728,650 and above (**)	3	0.156	143,983,000	73.999
	<b>1,928</b>	<b>100.000</b>	<b>194,573,000</b>	<b>100.000</b>

### Remarks:

(\*) Less than 5% of issued shares holdings  
 (\*\*) 5% and above of issued shares holdings

## Substantial Shareholders (Based on the Register of Substantial Shareholders)

Name	No. of Shares	Direct	%	Indirect	%
		%		No. of Shares	
CEKD HOLDING SDN. BHD.	97,480,050	50.099	-	-	-
YAP TIAN TION <sup>(1)</sup>	-	-	143,983,000	73.999	
YAP KAI NING <sup>(2)</sup>	-	-	97,480,050	50.099	
LIM BEE ENG <sup>(3)</sup>	-	-	143,983,000	73.999	
YAP KAI JIE <sup>(2)</sup>	-	-	97,480,050	50.099	
YAP KAI MIN <sup>(2)</sup>	-	-	97,480,050	50.099	

### Notes:

(1). Deemed interest by virtue of the shareholdings of his family in CEKD HOLDING SDN. BHD. and SHENWAY PTE. LTD. through SHENWAY ASSETS PTE. LTD. pursuant to Section 8 of the Companies Act 2016.

(2). Deemed interest by virtue of their shareholdings in CEKD HOLDING SDN. BHD. pursuant to Section 8 of the Companies Act 2016.

(3). Deemed interest by virtue of her shareholdings in CEKD HOLDINGS SDN. BHD. and SHENWAY PTE. LTD. through SHENWAY ASSETS PTE. LTD. pursuant to Section 8 of the Companies Act 2016.

## ANALYSIS OF SHAREHOLDINGS

AS AT 30 NOVEMBER 2025 (CONT'D)

### Directors' Shareholdings (Based on the Register of Directors' Shareholding)

Name	No. of Shares	Direct	Indirect		%
		%	No. of Shares	%	
DATO' ZULKIFLI BIN ADNAN	300,000	0.154	-	-	-
DATUK MAK FOO WEI	300,000	0.154	-	-	-
CHONG CHIN LOOK	-	-	-	-	-
CHOO YEM KUEN	-	-	-	-	-
YAP TIAN TION <sup>(1)</sup>	-	-	143,983,000	73.999	
YAP KAI NING <sup>(2)</sup>	-	-	97,480,050	50.099	
YAP KAI MIN <sup>(2)</sup>	-	-	97,480,050	50.099	

### Notes:

- (1). Deemed interest by virtue of the shareholdings of his family in CEKD HOLDING SDN. BHD. and SHENWAY PTE. LTD. through SHENWAY ASSETS PTE. LTD. pursuant to Section 8 of the Companies Act 2016.
- (2). Deemed interest by virtue of her shareholdings in CEKD HOLDING SDN. BHD. pursuant to Section 8 of the Companies Act 2016.

### List of Top Thirty (30) Largest Shareholders

No.	Name of Shareholders	Total No. of Shares Held	%
1	UOBM NOMINEES (TEMPATAN) SDN. BHD. UNITED OVERSEAS BANK NOMINEES (PTE) LTD FOR CEKD HOLDING SDN. BHD.	57,497,050	29.55
2	UOBM NOMINEES (ASING) SDN. BHD. UNITED OVERSEAS BANK NOMINEES (PTE) LTD FOR SHENWAY ASSETS PTE. LTD.	46,502,950	23.90
3	CEKD HOLDING SDN. BHD.	39,983,000	20.55
4	CHIANG HENG PANG	3,540,000	1.82
5	HLIB NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR ONG CHUAN SIN (CCTS)	2,440,000	1.25
6	LIEW TAT YANG	906,800	0.47
7	CHIEW SHIN YIH	882,100	0.45
8	KAM ZHUO SZE	864,400	0.44
9	SHANYU DIE CUTTING MOULD SDN. BHD.	836,000	0.43
10	YAP HANN BOON	658,700	0.34
11	THAM CHOON SARN	592,600	0.30
12	PUBLIC NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR TAY CHUN GEE (E-KLC)	580,100	0.30
13	THAM CHOON SARN	537,300	0.28
14	THUM QIAO HUI	524,500	0.27
15	OOI ENG BEE	500,000	0.26
16	THUM JUN JIE	494,800	0.25
17	LEONG KOK KIANG	450,000	0.23
18	TA SECURITIES HOLDINGS BERHAD IVT (PO9) KUEK XI JIA	390,600	0.20
19	CHIEW SHIN YIH	388,700	0.20
20	RHB NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR NG WENG CHEONG	347,900	0.18
21	KAM ZHUO YI	330,000	0.17
22	QUAIK KAE MING	330,000	0.17
23	DATUK MAK FOO WEI	300,000	0.15
24	ONG TECK LOONG	300,000	0.15
25	DATO' ZULKIFLI BIN ADNAN	300,000	0.15
26	KAM SOON ONN	287,500	0.15
27	TANG BOON HENG	283,900	0.15
28	KENANGA NOMINEES (TEMPATAN) SDN. BHD. RAKUTEN TRADE SDN. BHD. FOR FAIZA BINTI MOHD GHAZALI	278,000	0.14
29	Y.P. CONSTRUCTION SDN. BHD.	272,700	0.14
30	BOO YIN KWAN	266,300	0.14

# LIST OF PROPERTIES

No.	Title No.	Property Address	Tenure	Description of Property/ Existing use	Category of Land Use/ Land Area/ Built-up Area (sq. ft.)	Acquisition Date	Approximate Age of Building	Audited Net Book Value as at 31 August 2025 (RM)
1	HS (D) 122863 PT 50128, Mukim Petaling Daerah Kuala Lumpur Wilayah Persekutuan Kuala Lumpur	10, Jalan 1/137B Resource Industrial Centre, Batu 5, Jalan Kelang Lama, 58200 Kuala Lumpur	Leasehold, 99 years expiring on 6 January 2121 (97 remaining years)	6-storey detached factory and office building/ Own use for business operations	Industrial/ 23,896/ 71,910	17/12/2018	5 years <sup>(1)</sup>	1,9317,387
2	GRN 149634 Lot 3683, Mukim 06 Daerah Seberang Perai Tengah Negeri Pulau Pinang	81, Jalan Nagasari 1, Taman Nagasari, 13600 Prai Penang	Freehold	Intermediate 2-storey light industrial shoplot/ Own use for business operations	Industrial/ 2,314/ 3,277	2/12/1999	5 years <sup>(1)</sup>	41,856
3	GRN 149633 Lot 3682, Mukim 06 Daerah Seberang Perai Tengah Negeri Pulau Pinang	83, Jalan Nagasari 1, Taman Nagasari, 13600 Prai Penang	Freehold	Intermediate 2-storey light industrial shoplot/ Own use for business operations	Industrial/ 2,335/ 3,090	31/5/2004	5 years <sup>(1)</sup>	56,836
4	GRN 213962 Lot 2786, Bandar Kepong Daerah Gombak Selangor	No.19 Jalan KIP 7, Taman Perindustrian KIP, Kepong, 52200 Kuala Lumpur	Freehold	3-storey detached factory and office building/ Own use for business operations	Industrial/ 17,847/ 13,635	11/10/2021	26 years	9,021,974
5	HS (D) 100988 PT 26661, Mukim Petaling, Daerah Petaling Selangor Darul Ehsan	No.3, Jalan BS 7/15, Taman Perindustrian Bukit Serdang, 43300 Seri Kembangan, Selangor	Freehold	Intermediate 2-storey light industrial shoplot/ Own use for business operations	Industrial/ 5,110/ 5,110	1/7/2011	29 years	1,230,533
6	GRN 421374 Lot 27741, Mukim Senai Daerah Kulai Johor Darul Takzim	No.12, Jalan Sawi 5, Taman Seri Senai, 81400 Senai, Johor Darul Takzim	Freehold	End 1 ½ storey light industrial shoplot/ Own use for business operations	Industrial/ 4,392/ 4,392	4/1/2019	34 years	904,803

## LIST OF PROPERTIES (CONT'D)

No.	Title No.	Property Address	Tenure	Description of Property/ Existing use	Category of Land Use/ Land Area/ Built-up Area (sq. ft.)	Acquisition Date	Approximate Age of Building	Audited Net Book Value as at 31 August 2025 (RM)
7	Geran 54977/ M2/5/131 Lot 63946, Mukim Serdang Daerah Petaling Selangor Darul Ehsan	No.4-5-1, Megaria Daisi, Jalan Mawar, Taman Bukit Serdang, Seksyen 8, 43300 Seri Kembangan	Freehold	Apartment/ Own use for staff accommodation	Residential/ 743 <sup>(2)</sup>	11/11/2013	N/A <sup>(3)</sup>	58,604
8	HS (D) 43764 PTD 4454, Mukim Senai Daerah Kulai Johor Darul Takzim	No.188, Padi Mahsuri 3, Taman Senai Baru, 81400 Senai, Johor Darul Takzim	Freehold	End single storey terraced house/ Own use for staff accommodation	Building/ 1,760/ 1,760	31/1/2017	42 years	145,493
9	Geran 87301 Lot 53443, Mukim Petaling Daerah Petaling Selangor Darul Ehsan	No.2, Jalan BS 7/17, Taman Perindustrian Bukit Serdang, 43300 Seri Kembangan, Selangor	Freehold	End 1 ½ storey light industrial shoplot/ Own use for business operations	Industrial/ 2,745/ 2,745	27/5/2024	29 years	1,329,807

**Notes: -**

- (1) The approximate age of building is computed based on date of Certificate of Completion and Compliance (“CCC”) which obtained in year 2020 in line with the IPO exercise.
- (2) Indicating the floor area of the apartment unit.
- (3) Information for the age of the entire apartment building is not available.

# NOTICE OF EIGHTH ANNUAL GENERAL MEETING

**NOTICE IS HEREBY GIVEN THAT** the Eighth Annual General Meeting (“**8<sup>th</sup> AGM**”) of the Company will be held at Swan 3, Level 7, The Pearl Hotel Kuala Lumpur of Batu 5, Jalan Klang Lama, 58000 Kuala Lumpur, W.P. Kuala Lumpur (“**Meeting Venue**”) on Thursday, 26 February 2026 at 11.00 a.m. to transact the following businesses: -

## A G E N D A

### AS ORDINARY BUSINESS

1. To receive the Audited Financial Statements for the financial year ended 31 August 2025 together with the Reports of the Directors and Auditors thereon. **[Please refer to Explanatory Note 1]**
2. To approve the payment of Non-Executive Directors’ fees for an amount of up to RM236,400.00 payable to the Non-Executive Directors of the Company on a monthly basis for the period from 27 February 2026 until the next Annual General Meeting of the Company to be held in year 2027, **[Please refer to Explanatory Note 2]** **[Ordinary Resolution 1]** in such proportions and manner as the Directors may determine as follows: -

No	Type of Director	Non-Executive Directors’ fees (RM)		
		the Company	the Board of subsidiaries	Total
1	Chairman of the Board	66,000.00	-	66,000.00
2	Independent Non-Executive Directors	170,400.00	-	170,400.00
		Total		236,400.00

3. To approve the Non-Executive Directors’ benefits (excluding Directors’ fees) for an amount of up to RM14,000.00 payable to the Non-Executive Directors of the Company on a monthly basis for the period from 27 February 2026 until the next Annual General Meeting of the Company to be held in year 2027, in such proportions and manner as the Directors may determine as follows: - **[Please refer to Explanatory Note 2]** **[Ordinary Resolution 2]**

No	Type of Director	Non-Executive Directors’ benefits (RM)		
		the Company	the Board of subsidiaries	Total
1	Chairman of the Board	3,000.00	-	3,000.00
2	Independent Non-Executive Directors	11,000.00	-	11,000.00
		Total		14,000.00

4. To re-elect the following Directors who retire pursuant to Clause 84 of the Company’s Constitution and being eligible, have offered themselves for re-election: - **[Please refer to Explanatory Note 3]**
  - (i) Dato’ Zulkifli Bin Adnan;
  - (ii) Ms. Yap Kai Ning; and
  - (iii) Ms. Yap Kai Min.**[Ordinary Resolution 3]**
**[Ordinary Resolution 4]**
**[Ordinary Resolution 5]**
5. To re-appoint Messrs. TGS TW PLT as the Auditors of the Company for the ensuing year and to **[Ordinary Resolution 6]** authorise the Directors to fix their remuneration.

## NOTICE OF EIGHTH ANNUAL GENERAL MEETING (CONT'D)

### AS SPECIAL BUSINESS

To consider and if thought fit, to pass with or without modifications, the following resolution: -

#### 6. ORDINARY RESOLUTION

##### - AUTHORITY TO ALLOT AND ISSUE SHARES PURSUANT TO THE COMPANIES ACT 2016

*[Please refer to  
Explanatory Note 4]  
[Ordinary Resolution 7]*

**“THAT** subject always to the Companies Act 2016 (“**the Act**”), the Constitution of the Company, the ACE Market Listing Requirements (“**Listing Requirements**”) of Bursa Malaysia Securities Berhad (“**Bursa Securities**”) and approvals of the relevant government and/or regulatory authorities, where such approval is required, the Directors of the Company be and are hereby authorised and empowered pursuant to Sections 75 and 76 of the Act, to issue and allot shares in the capital of the Company, grant rights to subscribe for shares in the Company, convert any securities into shares in the Company, or allot shares under an agreement or option or offer (“**New Shares**”) from time to time, at such price, to such persons and for such purposes and upon such terms and conditions as the Directors may, in their absolute discretion deem fit, provided that the aggregate number of such New Shares to be issued, to be subscribed under any rights granted, to be issued from conversion of any security, or to be issued and allotted under an agreement or option or offer, pursuant to this resolution, when aggregated with the total number of any such shares issued during the preceding twelve (12) months does not exceed ten per centum (10%) of the total number of issued shares of the Company (excluding treasury shares) for the time being (“**Proposed General Mandate**”);

**THAT** the existing shareholders of the Company do hereby waive their pre-emptive rights pursuant to Section 85(1) of the Act read together with Rule 7.08 of the Listing Requirements and the Company’s Constitution to be offered the New Shares to be allotted and issued under the Proposed General Mandate, which rank equally with the existing issued shares in the Company;

**THAT** such approval on the Proposed General Mandate shall continue to be in force until: -

- a) the conclusion of the next Annual General Meeting of the Company held after the approval was given;
- b) the expiration of the period within which the next Annual General Meeting of the Company is required to be held after the approval was given; or
- c) revoked or varied by resolution passed by the shareholders of the Company in a general meeting;

whichever is the earlier.

**THAT** the Directors be and are hereby also empowered to obtain approval from the Bursa Securities for the listing and quotation for such New Shares on Bursa Securities;

**THAT** authority be and is hereby given to the Directors of the Company, to give effect to the Proposed General Mandate with full powers to assent to any conditions, modifications, variations and/or amendments as they may deem fit in the best interest of the Company and/or as may be imposed by the relevant authorities.

**AND THAT** the Directors of the Company be and are hereby authorised to implement, finalise, complete and take all necessary steps and to do all acts (including execute such documents as may be required), deeds and things in relation to the Proposed General Mandate.”

- 7. To transact any other business of which due notice shall have been given in accordance with the Company’s Constitution and/or the Companies Act 2016.

# NOTICE OF EIGHTH ANNUAL GENERAL MEETING (CONT'D)

BY ORDER OF THE BOARD

**TEO SOON MEI** (SSM PC No. 201908000235) (MAICSA 7018590)

**LIM JIA HUEY** (SSM PC No. 201908000929) (MAICSA 7073258)

Company Secretaries

Kuala Lumpur

Dated: 29 December 2025

## Explanatory Notes on Ordinary and Special Businesses: -

### 1. Item 1 of the Agenda

This Agenda item is meant for discussion only as the provision of Section 340(1)(a) of the Companies Act 2016 does not require a formal approval of the shareholders for the Audited Financial Statements. As such, this Agenda item is not put forward for voting.

### 2. Items 2 and 3 of the Agenda

Section 230(1) of the Companies Act 2016 provides that the fees and any benefits payable to the Directors including any compensation for loss of employment of a Director or former director of a public company or a listed company and its subsidiaries, shall be approved at a general meeting.

The Company had, at its Seventh Annual General Meeting ("7<sup>th</sup> AGM") held on 26 February 2025, obtained Shareholders approval in respect of the Non-Executive Directors' Fees and Non-Executive Directors' other benefits of up to an amount of RM236,400.00 and RM14,000.00 respectively, for the period from 27 February 2025 until the 8<sup>th</sup> AGM of the Company. The actual fees and benefits paid to the Non-Executive Directors for the said period were RM206,400.00 and RM12,000.00 respectively, and they did not exceed the amount approved by the shareholders at the 7<sup>th</sup> AGM.

The Company is seeking the shareholders' approval for the payment of Non-Executive Directors' fees and Non-Executive Directors' benefits (excluding Directors' fee) for an amount of up to RM236,400.00 and RM14,000.00 respectively, payable to the Non-Executive Directors of the Company on a monthly basis for the period from 27 February 2026 until the next Annual General Meeting of the Company under Ordinary Resolutions 1 and 2 respectively.

The estimated Non-Executive Directors' fees and benefits proposed for the period from 27 February 2026 until the next Annual General Meeting of the Company are derived based on the current Board size and number of Scheduled Board and Board Committees Meeting to be held.

The benefits payable to the Non-Executive Directors comprising of meetings allowances based on actual attendance of meetings by the Directors and other claimable benefits including reimbursable expenses incurred in the course of carrying out their duties as Directors. The payment of benefits to the Non-Executive Directors will be made by the Company on a monthly basis and/or as and when incurred.

Ordinary Resolutions 1 and 2 are to facilitate payment of Directors' fees and benefits for the financial year 2026/2027.

In the event that the proposed Directors' fees and benefits payable are insufficient due to the enlarged Board size, the Company will seek shareholders' approval at the next Annual General Meeting of the Company for the additional Directors' fees and benefits payable to meet the shortfall.

### 3. Item 4 of the Agenda

Dato' Zulkifli Bin Adnan, Ms. Yap Kai Ning and Ms. Yap Kai Min, the Directors of the Company are seeking re-election at the 8<sup>th</sup> AGM (the "**Retiring Directors**") pursuant to Clause 84 of the Company's Constitution and being eligible, have offered themselves for re-election under Ordinary Resolutions 3, 4 and 5 respectively.

## NOTICE OF EIGHTH ANNUAL GENERAL MEETING (CONT'D)

The Nominating Committee (“**NC**”) has reviewed the performance and contribution of the abovesaid Retiring Directors based on the Board Effectiveness Evaluation conducted, which encompassed several factors including:-

- (a) Fit and proper assessment;
- (b) Contribution to interaction;
- (c) Knowledge and caliber;
- (d) Quality input provided to the Board of Directors; and
- (e) Understanding of role.

The NC and Board of Directors (“**Board**”) have also evaluated the tenure of the Directors and the Board’s composition to ensure the Board has an appropriate mix of skills and experience to meet the business requirements. Additionally, the NC and Board have assessed the Retiring Directors’ compliance with Rule 2.20A of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad (“**AMLR**”) in terms of their quality and integrity.

Based on the results of the Board’s annual assessment and the fit and proper assessment conducted for financial year ended 31 August 2025, it was found that the Retiring Directors’ performance and fit and properness were satisfactory.

Besides, Dato’ Zulkifli Bin Adnan, the Independent Non-Executive Chairman of the Company, has confirmed that he has fulfilled the independence criteria prescribed by the AMLR.

Except for conflict of interest disclosed in the Audit Committee Report in the Company’s Annual Report 2025, the retiring Directors have confirmed that they do not have any existing or potential conflict of interest, including interests in any competing business with the Company and/or its subsidiaries or family interests that could affect the execution of their role as Directors.

#### 4. Item 6 of the Agenda

Ordinary Resolution 7 is to seek a renewal of the general mandate for allotment and issuance of shares by the Company pursuant to the Companies Act 2016 at the 8<sup>th</sup> AGM of the Company. The purpose of this General Mandate, if passed, shall give power to the Directors to issue ordinary shares in the capital of the Company up to an aggregate number of shares or convertible securities issued not exceeding ten per centum (10%) of the total number of issued shares of the Company (“**Renewed General Mandate**”).

This Renewed General Mandate, unless revoked or varied by the Company in a general meeting will expire at the conclusion of the next Annual General Meeting of the Company.

However, pursuant to Section 85(1) of the Act and Clause 52 of the Company’s Constitution and Rule 7.08 of AMLR, the New 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 7, they are waiving their pre-emptive rights pursuant to Section 85(1) of the Act, which then would allow the Directors to issue New Shares to any person without having to offer the said New Shares equally to all existing shareholders of the Company prior to the issuance. This will result in a dilution to the shareholding percentage of the existing shareholders of the Company.

The Board of the Company is of the view that the Renewed General Mandate is in the best interest of the Company and its shareholders as it will provide flexibility to the Company to issue new shares without the need to convene separate general meeting to obtain its shareholders’ approval so as to avoid incurring additional costs and time. It will also enable the Directors to take swift action in case of a need to issue and allot new shares in the Company fund raising activities, including but not limited to further placement of shares for the purpose of funding the Company’s current and/or future investment projects, working capital, acquisitions and/or for issuance of shares as settlement of purchase consideration, or other circumstances arise which involve grant of rights to subscribe for shares, conversion of any securities into shares, or allotment of shares under an agreement or option or offer, or such applications as the Directors may deem fit in the best interest of the Company and its shareholders, provided that the aggregate number of shares or convertible securities issued must not be more than ten per centum (10%) of the total number of issued shares of the Company.

As of the date of this Notice, no new shares in the Company were issued pursuant to the General Mandate granted to the Directors at the last Annual General Meeting of the Company held on 26 February 2025 and which will lapse at the conclusion of the 8<sup>th</sup> AGM.

## NOTICE OF EIGHTH ANNUAL GENERAL MEETING (CONT'D)

### Notes:

- (1) *The 8<sup>th</sup> AGM of the Company will be held at Meeting Venue. Members and proxies will have to attend physically in person at the Meeting Venue.*
- (2) *A member who is entitled to attend and vote at the 8<sup>th</sup> AGM shall be entitled to appoint not more than two (2) proxies to attend, participate and vote on his/her behalf at the 8<sup>th</sup> AGM. A proxy may but need not be a member of the Company, and need also not be an advocate, an approved company auditor or a person approved by the registrar of the Company. Where a member appoints two (2) proxies to attend the 8<sup>th</sup> AGM, the member shall specify the proportion of his/her shareholding to be represented by each proxy, failing which the appointment shall be invalid.*
- (3) *Where a member of the Company is an authorised nominee as defined under the Securities Industry (Central Depositories) Act 1991 ("SICDA"), he/she may appoint at least one (1) proxy but not more than two (2) proxies in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account. The appointment of two (2) proxies in respect of any particular securities account shall be invalid unless the authorised nominee specifies the proportion of its shareholding to be represented by each proxy.*
- (4) *Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account ("Omnibus Account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each Omnibus Account it holds. The appointment of two (2) or more proxies in respect of any particular omnibus account shall be invalid unless the exempt authorised nominee specifies the proportion of its shareholding to be represented by each proxy.*
- (5) *The instrument appointing a proxy and the power of attorney or other authority, if any, shall be in writing under the hand of appointer or of his attorney duly authorised in writing or a copy of that power of attorney, certified by an advocate and solicitor, or where the appointer is a corporation, either under the corporation's common seal or under the hand of an officer or attorney duly authorised. Any alteration in the proxy form must be initialled.*
- (6) *The Company shall be entitled to reject any instrument of proxy lodged if the member is not shown to have any shares entered against his name in the Register and/or subject to the Constitution of the Company in relation to the Record of Depositors made available to the Company.*
- (7) *The instrument appointing a proxy may be made via hardcopy or by electronic means in the following manner and must be received by the Company **not less than forty-eight (48) hours before the time appointed for holding the 8<sup>th</sup> AGM or at any adjournment thereof**:-*
  - (i) *In Hardcopy Form*  
  
*The Form of Proxy shall be deposited at the Share Registrar's office at **Bina Management (M) Sdn. Bhd. of Lot 10, The Highway Centre, Jalan 51/205, 46050 Petaling Jaya, Selangor.***
  - (ii) *By Electronic Means*  
  
*The Form of Proxy shall be electronically submitted via email at the **Share Registrar's email address at binawin@binamg168.com** or via **BINA Portal** at <https://www.binamanagement.com.my>.*

*Kindly refer to the Administrative Guide of the 8<sup>th</sup> AGM on the procedures for electronic lodgement of proxy form.*

- (8) *Pursuant to Rule 8.31A(1) of the AMLR, all the resolutions set out in this Notice of 8<sup>th</sup> AGM will be put to vote by poll.*
- (9) *In respect of deposited securities, only members whose names appear in the Record of Depositors on 11 February 2026 (General Meeting Record of Depositors) shall be entitled to attend, participate and vote at the 8<sup>th</sup> AGM, or to appoint proxy(ies) to attend, participate and vote on their behalf.*
- (10) *Those forms of proxy which are indicated with "X" in the spaces provided to show how the votes are to be cast will also be accepted. Any alteration in the form of proxy must be initialled.*

## NOTICE OF EIGHTH ANNUAL GENERAL MEETING (CONT'D)

### **Personal data privacy:**

*By submitting an instrument appointing proxy(ies) and/or representative(s) to attend, speak and vote at the 8<sup>th</sup> 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 8<sup>th</sup> AGM (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the 8<sup>th</sup> AGM (including any adjournment thereof), and in order for the Company (or its agent) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "Purposes");*
- (ii) *warrants that the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclose of the proxy(ies) and/or representative(s) personal data by the Company for the Purposes; and*
- (iii) *agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses, and damages as a result of the member's breach of warranty.*

**STATEMENT ACCOMPANYING NOTICE OF EIGHTH  
ANNUAL GENERAL MEETING (“8<sup>TH</sup> AGM”)**  
(PURSUANT TO RULE 8.29(2) OF THE ACE MARKET  
LISTING REQUIREMENTS OF BURSA MALAYSIA SECURITIES BERHAD)

**1. STATEMENT RELATING TO THE ELECTION OF DIRECTOR**

Other than the Retiring Directors standing for re-election at the 8<sup>th</sup> AGM, there is no individual is seeking election as a Director at the forthcoming 8<sup>th</sup> AGM.

**2. STATEMENT RELATING TO THE GENERAL MANDATE FOR ISSUANCE OF SECURITIES**

Ordinary Resolution 7 on the general mandate for the issuance of securities

Statement relating to a general mandate for the issuance of securities in accordance with Rule 6.04(3) of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad.

Please refer to the Explanatory Note 4 of the Notice of the 8<sup>th</sup> AGM set out on page 121.

**CEKD BERHAD**  
 [Registration No.: 201801023077 (1285096-M)]  
 (Incorporated in Malaysia)

**FORM OF PROXY**

(before completing this Form of Proxy, please refer to the notes below)

Number of Shares Held	CDS Account No.
-----------------------	-----------------

\*I/We \_\_\_\_\_ NRIC No./Passport No./Registration No. \_\_\_\_\_  
 (FULL NAME IN BLOCK LETTER)  
 of \_\_\_\_\_ (FULL ADDRESS)  
 with email \_\_\_\_\_ and mobile phone no. \_\_\_\_\_,  
 being a \*member/members of **CEKD BERHAD**, do hereby appoint(s):-

Full Name (in Block) [Proxy 1]	NRIC/Passport No.	Proportion of shareholding	
		No of shares	%

<b>Address:</b>		
-----------------	--	--

<b>Email Address:</b>		
-----------------------	--	--

<b>Mobile Phone No.:</b>		
--------------------------	--	--

\*and [if more than one (1) proxy] / or failing \*him/her,

Full Name (in Block) [Proxy 2]	NRIC/Passport No.	Proportion of shareholding	
		No of shares	%

<b>Address:</b>		
-----------------	--	--

<b>Email Address:</b>		
-----------------------	--	--

<b>Mobile Phone No.:</b>		
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or failing whom, the Chairman of the Meeting as \*my/our proxy to vote for \*me/us on \*my/our behalf at the Eighth Annual General Meeting ("8<sup>th</sup> AGM") of the Company to be held at Swan 3, Level 7, The Pearl Hotel Kuala Lumpur of Batu 5, Jalan Klang Lama, 58000 Kuala Lumpur, W.P. Kuala Lumpur ("Meeting Venue") on Thursday, 26 February 2026 at 11.00 a.m. and at any adjournment thereof.

Please indicate with an "X" in the spaces provided below on how you wish your votes to be cast. If no specific instruction as to voting is given, the proxy will vote or abstain from voting at his/her discretion.

<b>ORDINARY RESOLUTIONS</b>		<b>FOR</b>	<b>AGAINST</b>
1	Approval of the payment of Non-Executive Directors' fees for an amount of up to RM236,400.00 payable to the Non-Executive Directors of the Company on a monthly basis for the period from 27 February 2026 until the next Annual General Meeting of the Company to be held in year 2027.		
2	Approval of the Non-Executive Directors' benefits (excluding Directors' fees) for an amount of up to RM14,000.00 payable to the Non-Executive Directors of the Company on a monthly basis for the period from 27 February 2026 until the next Annual General Meeting of the Company to be held in year 2027.		
3	Re-election of Dato' Zulkifli Bin Adnan, the retiring Director of the Company, who retires pursuant to Clause 84 of the Company's Constitution.		
4	Re-election of Ms. Yap Kai Ning, the retiring Director of the Company, who retires pursuant to Clause 84 of the Company's Constitution.		
5	Re-election of Ms. Yap Kai Min, the retiring Director of the Company, who retires pursuant to Clause 84 of the Company's Constitution.		
6	Re-appointment of Messrs. TGS TW PLT as the Auditors of the Company for the ensuing year and to authorise the Directors to fix their remuneration.		
<b>SPECIAL BUSINESS</b>		<b>FOR</b>	<b>AGAINST</b>
7	Authority to allot and issue shares pursuant to the Companies Act 2016.		

\*Strike out whichever is not applicable.

Dated this \_\_\_\_ day of \_\_\_\_\_, 2026

\*Signature(s)/Common Seal of Member(s)

For appointment of two proxies, percentage of shareholdings to be represented by the proxies		
	No. of shares	Percentage
Proxy 1		
Proxy 2		
Total		100%

**Notes:**

- i. The 8<sup>th</sup> AGM of the Company will be held at Meeting Venue. Members and proxies will have to attend physically in person at the Meeting Venue.
- ii. A member who is entitled to attend and vote at the 8<sup>th</sup> AGM shall be entitled to appoint not more than two (2) proxies to attend, participate and vote on his/her behalf at the 8<sup>th</sup> AGM. A proxy may but need not be a member of the Company, and need also not be an advocate, an approved company auditor or a person approved by the registrar of the Company. Where a member appoints two (2) proxies to attend the 8<sup>th</sup> AGM, the member shall specify the proportion of his/her shareholding to be represented by each proxy, failing which the appointment shall be invalid.
- iii. Where a member of the Company is an authorised nominee as defined under the Securities Industry (Central Depositories) Act 1991 ("SICDA"), he/she may appoint at least one (1) proxy but not more than two (2) proxies in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account. The appointment of two (2) proxies in respect of any particular securities account shall be invalid unless the authorised nominee specifies the proportion of its shareholding to be represented by each proxy.
- iv. Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account ("Omnibus Account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each Omnibus Account it holds. The appointment of two (2) or more proxies in respect of any particular omnibus account shall be invalid unless the exempt authorised nominee specifies the proportion of its shareholding to be represented by each proxy.
- v. The instrument appointing a proxy and the power of attorney or other authority, if any, shall be in writing under the hand of appointer or of his attorney duly authorised in writing or a copy of that power of attorney, certified by an advocate and solicitor, or where the appointer is a corporation, either under the corporation's common seal or under the hand of an officer or attorney duly authorised. Any alteration in the proxy form must be initialled.
- vi. The Company shall be entitled to reject any instrument of proxy lodged if the member is not shown to have any shares entered against his name in the Register and/or subject to the Constitution of the Company in relation to the Record of Depositors made available to the Company.
- vii. The instrument appointing a proxy may be made via hardcopy or by electronic means in the following manner and must be received by the Company **not less than forty-eight (48) hours before the time appointed for holding the 8<sup>th</sup> AGM or at any adjournment thereof**:
  - (a) **In Hardcopy Form**  
The Form of Proxy shall be deposited at the Share Registrar's office at **Bina Management (M) Sdn. Bhd.** of Lot 10, The Highway Centre, Jalan 51/205, 46050 Petaling Jaya, Selangor.
  - (b) **By Electronic Means**  
The Form of Proxy shall be electronically submitted via email at the **Share Registrar's email address at binawin@binamng168.com** or via **BINA Portal at https://www.binamanagement.com.my**. Kindly refer to the Administrative Guide of the 8<sup>th</sup> AGM on the procedures for electronic lodgement of proxy form.
- viii. Pursuant to Rule 8.31A(1) of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad, all the resolutions set out in this Notice of 8<sup>th</sup> AGM will be put to vote by poll.
- ix. In respect of deposited securities, only members whose names appear in the Record of Depositors on 11 February 2026 (General Meeting Record of Depositors) shall be entitled to attend, participate and vote at the 8<sup>th</sup> AGM, or to appoint proxy(ies) to attend, participate and vote on their behalf.
- x. Those forms of proxy which are indicated with "X" in the spaces provided to show how the votes are to be cast will also be accepted. Any alteration in the form of proxy must be initialled.

**Personal data privacy:**

By submitting an instrument appointing proxy(ies) and/or representative(s) to attend, speak and vote at the 8<sup>th</sup> AGM and/or any adjournment thereof, the member of the Company accepts and agrees to the personal data privacy terms set out in the Notice of the 8<sup>th</sup> AGM dated 29 December 2025.

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AFFIX  
STAMP

The Share Registrar of  
**CEKD BERHAD**  
[Registration No. 201801023077 (1285096-M)]  
**c/o: BINA MANAGEMENT (M) SDN. BHD.**  
Lot 10, The Highway Centre, Jalan 51/205,  
46050 Petaling Jaya, Selangor, Malaysia.

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**CEKD BERHAD**

[Registration No. 201801023077 (1285096-M)]

10, Jalan 1/137B, Resource Industrial Centre  
Batu 5, Jalan Kelang Lama, 58200 Kuala Lumpur, Malaysia

Tel:+6017 988 2329 / +6017 988 6450

**[www.cekd.com.my](http://www.cekd.com.my)**