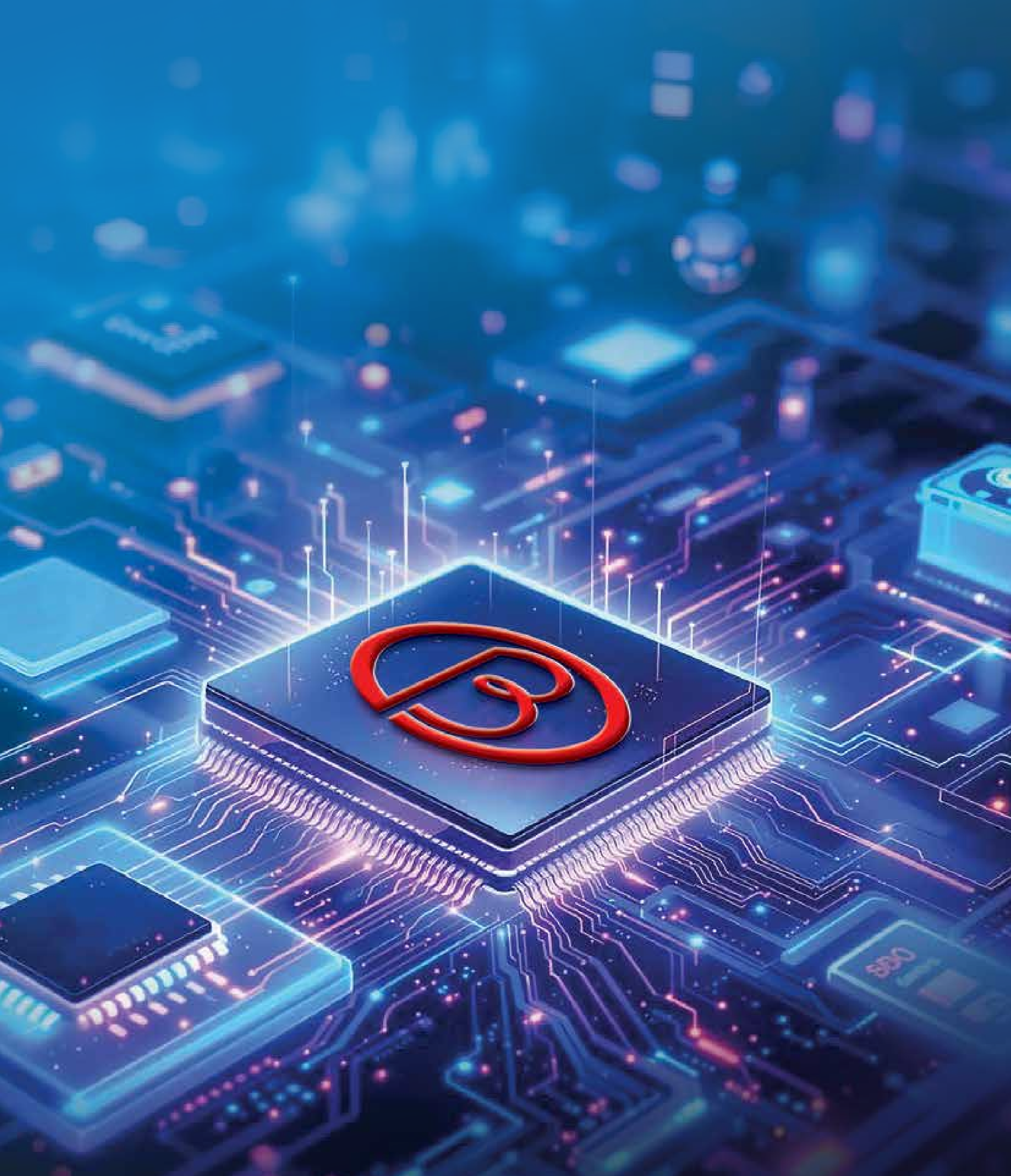


BETAMEK BERHAD

Registration No. 202101041577 (1441877-P)

ANNUAL REPORT 2026

VISION & MISSION

OUR VISION

Betamek's vision is to achieve global leadership in our industry, known for our innovation, quality and value

OUR MISSION

Betamek's mission is to drive innovation and excellence and to empower our customers with quality, cost-effective solutions

OUR VALUE

ICE2

- Integrity
- Innovation
- Customer Focus
- Commercial rules
- Execution
- Excellence

TABLE OF CONTENTS

CORPORATE INFORMATION

BOARD OF DIRECTORS

AHMAD SUBRI BIN ABDULLAH
Independent Non-Executive Chairman

MIRZAN BIN MAHATHIR
Managing Director

MUHAMMAD FAUZI BIN ABD GHANI
Executive Director

AZLINA BINTI ABDUL AZIZ
Independent Non-Executive Director

YAP SUAN SEE
Independent Non-Executive Director

MOHD SHAHRIMAN BIN MOHD SIDEK
Independent Non-Executive Director

AUDIT AND RISK MANAGEMENT COMMITTEE

Chairperson
Azlina Binti Abdul Aziz

Members
Yap Suan See

Mohd Shahriman Bin Mohd Sidek

NOMINATION AND REMUNERATION COMMITTEE

Chairperson
Yap Suan See

Members
Azlina Binti Abdul Aziz

Mohd Shahriman Bin Mohd Sidek

REGISTERED OFFICE

Level 15-2
Bangunan Faber Imperial Court
Jalan Sultan Ismail
50250 Kuala Lumpur

Tel: 03-2692 4271
Fax: 03-2732 5388

HEAD OFFICE

Lot 137, Lingkaran Taman Industri Integrasi Rawang 2, Taman Industri Integrasi Rawang, 48000 Rawang Selangor

Tel: 03-6094 2999
Fax: 03-6094 2901

CORPORATE WEBSITE

www.betamek.com.my

COMPANY SECRETARIES

Lim Seck Wah
(SSM PC No. 202008000054)
(MAICSA 0799845)

Kong Mei Kee
(SSM PC No. 202008002882)
(MAICSA 7039391)

AUDITORS

Grant Thornton Malaysia PLT
LLP0022494-LCA & AF 0737
Level 11, Sheraton Imperial Court
Jalan Sultan Ismail
50250 Kuala Lumpur

Tel: 03-2692 4022
Fax: 03-2732 5119

SHARE REGISTRAR

Mega Corporate Services Sdn Bhd
Registration No. 198901010682 (187984-H)
Level 15-2,
Bangunan Faber Imperial Court
Jalan Sultan Ismail
50250 Kuala Lumpur
Wilayah Persekutuan

Tel: 03-2692 4271
Fax: 03-2732 5388
Email: mega-sharereg@megacorp.com.my

PRINCIPAL BANKERS

Maybank Islamic Berhad

HSBC Amanah Malaysia Berhad

STOCK EXCHANGE LISTING

ACE Market, Bursa Malaysia Securities Berhad
Stock Name : BETA
Stock Code : 0263
Sector: Industrial Products & Services
Listed on 26 October 2022

CORPORATE STRUCTURE

BETAMEK

BETAMEK BERHAD
(Registration No. 202101041577 (1441877-P))
(Incorporated in Malaysia)

- 100% — **BETAMEK ELECTRONICS (M) SDN BHD**
  (Registration No. 198901008551 (185853-K))
  (Incorporated in Malaysia)

- 80% — **BZH INNOVATION SDN BHD**
  (Registration No. 202401018680 (1564529-P))
  (Incorporated in Malaysia)

- 100% — **BETAMEK SANSHIN (M) SDN BHD**
  f.k.a SANSHIN (MALAYSIA) SDN BHD
  (Registration No. 198501009757 (142208-W))
  (Incorporated in Malaysia)

- 100% — **BETAMEK RESEARCH SDN BHD**
  (Registration No. 202301034845 (1528768-U))
  (Incorporated in Malaysia)

COMPANY PROFILE

Betamek Berhad ("Betamek" or "Company")

The Company was incorporated in Malaysia on 7 December 2021 under the Companies Act 2016 as a private limited company, originally known as Betamek Sdn Bhd. The Company transitioned to a public limited company on 18 March 2022, adopting its current name. On 26 October 2022, Betamek was officially listed on the ACE Market of Bursa Malaysia Securities Berhad.

Through our wholly-owned subsidiary, Betamek Electronics (M) Sdn Bhd ("BESB"), we deliver comprehensive electronics manufacturing services ("EMS") for the automotive industry, with a strong focus on the Malaysian market. Our end-to-end capabilities include design and development ("D&D"), strategic procurement, advanced manufacturing and reliable after-sales support. We specialize in the assembly and production of fully assembled automotive electronic products, catering to the evolving needs of major automotive brands.

In September 2023, Betamek Research Sdn Bhd ("BRSB") was incorporated to be the research and development ("R&D") arm for Betamek Group as the Group expanding its capabilities on R&D expertise. BRSB will take the initiatives to design and develop the product, enhance product quality and elevate the customer experience. These efforts will ensure superior service delivery and create opportunities to penetrate new markets by developing innovative products tailored to diverse customer segments and industries.

Meanwhile, BZH Innovation Sdn Bhd ("BZH") was incorporated in May 2024 following a joint venture and shareholders agreement signed with long-standing Chinese partner, Shenzhen Zhonghong Technology Co., Ltd ("SZH") in which Betamek has been working together for the past 20 years. SZH brings extensive expertise in R&D and automotive technological innovation, making them a valuable partner in driving advancements in the products solutions. With this collaboration, BZH is aimed to explore market opportunities across the ASEAN region, driving business expansion and regional growth initiatives.

In June 2024, Betamek completed the acquisition of Sanshin (Malaysia) Sdn Bhd ("SMSB") following the 100% takeover valued at RM13.4 million. SMSB has over 37 years of experience in contract electronics manufacturing services, producing diverse products for automotive, consumer and industrial. SMSB served diversified profile of customers mainly for export to major market in East Asia, Europe and America. The acquisition of SMSB has given an immediate access to the export market and thus diversifying the customer base for Betamek Group. It has also given the additional production capacity for the Group to expand its business for future growth. Subsequently, during the current financial year, SMSB has been rebranded to Betamek Sanshin (M) Sdn Bhd ("BSSB") to strengthen group identity and alignment.

OUR MILESTONES

1989 - 1994

- Incorporation of BESB.
- In 1990, commenced our manufacturing activities with the assembly of vehicle audio products.
- In 1994, appointed by Perodua to supply audio systems for Perodua's Kancil models.
- Entered into an agreement with Usahasama Proton-DRB Sdn Bhd to design, develop and manufacture vehicle radios with cassette players for Proton Satria models.

1995

- Acquired land in Rawang and commenced building the Rawang factory

1996 - 1997

- In 1996, certified compliant to Quality Management System ISO 9002:1994 by SIRIM Berhad and MS ISO 9001:2000 by SIRIM QAS Sdn Bhd.
- Commenced the D&D and manufacturing of vehicle radios for MBF Peugeot Sdn Bhd.
- Commenced commercial operations in Rawang factory.

2003 - 2018

- In 2003, commenced the D&D and manufacturing of vehicle radios for Naza Automotive Manufacturing Sdn Bhd.
- Between the year of 2008 to 2018, BESB obtained ISO/TS 16949:2002 certification from SIRIM QAS International Sdn Bhd, indicating compliance with the standard.
- Granted pioneer status by MITI.
- Certified compliant to ISO/TS 16949:2009 by SIRIM QAS International Sdn Bhd.
- Certified compliant to IATF 16949:2016 by SIRIM QAS International Sdn Bhd.

2019

- Expand manufacturing facility by upgrading the Rawang factory.

2021 - 2022

- On 2021, BESB launched vehicle infotainment systems with our proprietary platform.
- On 2022, Betamek listed on ACE Market, Bursa Malaysia Securities Berhad.

2023

- Letter of appointment for supplying various electronics part for Perodua new car model on 14 February 2023.
- Signed a solar power purchase agreement with Managepay Resources Sdn Bhd ("MRSB") and supply agreement renewable energy with Tenaga Nasional Berhad and MRSB on 6 April 2023.
- BESB secured a contract of RM436.5 million with Perodua for the production of their latest car model on 24 July 2023.
- Received a Silver Award for Malaysian Society for Occupational Safety and Health for Good Performance in 2022 on 16 November 2023.

2024

- BRSB signed a joint venture and shareholders agreements with SZH to improve technology capabilities and keeping up with greater digitalization on 6 March 2024.
- Betamek completed the acquisition of SMSB on 28 June 2024.
- Received the prestigious award from Perodua for the Best Overall Quality, Cost and Delivery for the second time.
- Received a Platinum Award for Model Company of Shared Prosperity Organisation organized by Malaysia Productivity Corporation under the Sustainability Shared Prosperity Organisation Assessment ("SSPOA") recognition program.
- Received a Gold Class Award for Malaysian Society for Occupational Safety and Health for Good Performance in 2024.

2025

- Achieved Top Level 5 in a Supplier Competitiveness Level Assessment conducted by Malaysia Automotive Robotics and IoT Institute ("MARii").
- Launched new office building for R&D Centre.
- Secured a RM176.0 million contract from Perodua on 22 December 2025 for the production of components for its latest vehicle model.

2026

- Awarded the Elite Award, the highest honour at the Malaysia Global Sustainability Awards 2025, in recognition of the Group's "Betamek Sustainability Integration & ESG Governance Framework" initiative.
- Rebranded SMSB to BSSB to strengthen group identity and alignment.
- Completed the installation of Overall Equipment Effectiveness hardware and software in relation to digital transformation grant provided by Malaysian Industrial Development Finance Berhad.
- Completed the internal re-organisation of 80%-owned subsidiary, BZH, which is now directly held by Betamek.
- Recognised by Perodua with the Excellence Delivery Vendor Award for outstanding performance in delivery execution.
- Research collaboration project between BRSB and Insitute of Technology Petronas Sdn Bhd for child presence detection has been completed, achieving Technology Readiness Level 6 (TRL6).
- Awarded Level 4 Smart Manufacturing by MARii.

MEDIA HIGHLIGHTS

Betamek sasar tembusi pasaran Thailand, Vietnam

250513-Utusan Malaysia, Ekonomi, Pg31

Betamek sasar tembusi pasaran Thailand, Vietnam

Oleh HENDRA WINARNO

KUALA LUMPUR: Betamek Berhad (Betamek) sedang menyusun strategi agresif untuk menembusi pasaran luar negara, khususnya di rantau ASEAN, selain terus mengukuhkan kedudukan dalam pasaran domestik menerusi kerjasama jangka panjang bersama pelanggan utama seperti Perodua.

Pengarah Urusannya, Mirzan Mahathir berkata, Thailand dan Vietnam menjadi dua negara sasaran utama kerana masing-masing memiliki ekosistem automotif yang pesat berkembang.

"Betamek kini dalam peringkat perbincangan awal dengan beberapa rakan berpotensi di dua negara tersebut, yang masing-masing mempunyai pasaran automotif yang besar.

"Thailand mempunyai industri automotif yang matang dan aktif mengeksport, manakala Vietnam pula menawarkan pasaran domestik besar dan sedang menarik pelabur luar untuk memasang serta menjual kenderaan dalam negara. Justeru, ia membuka peluang besar buat Betamek," katanya kepada Utusan Malaysia, baru-baru ini.

Selain itu, beliau berkata, pengambilalihan Samhin Malaysia Sdn. Bhd. pada tahun lalu membolehkan kami membina asas kukuh bagi perluasan eksport ke negara Jepun dan Hong Kong.

"Dengan kepakaran dalam elektronik automotif, Betamek berada pada kedudukan strategik untuk menarik kerjasama antarabangsa di rantau ASEAN.

"Trend pemindahan operasi oleh pengeluar global dari China bagi mengelak tarif tinggi juga membuka peluang strategik kepada Malaysia sebagai hab pengeluaran alternatif, yang kini giat diteroka," katanya.

Mengulas perkembangan teknologi kenderaan elektrik (EV), beliau berkata, peralihan global ke arah elektrifikasi kenderaan membuka ruang pertumbuhan jangka panjang buat syarikat itu.

"Pada Mac lalu, Betamek telah melancarkan Pusat Penyelidikan dan Pembangunan (R&D) baharu di Rawang, yang memberi tumpuan kepada pembangunan sistem telematik, sensor lanjutan, sistem bantuan pemandu lanjutan (ADAS) serta teknologi kokpit pintar.

"Pusat ini merupakan langkah penting kami untuk menyokong ekosistem EV negara, selaras dengan Dasar Automotif Nasional (NAP 2020).

"Kami yakin pelaburan ini akan meletakkan Betamek di landasan strategik untuk menyertai industri EV secara lebih aktif," ujarnya.

Dalam pada itu, beliau berkata, berdepan persekitaran ekonomi global yang mencabar, Betamek tetap mencatat prestasi kewangan memberangsangkan dengan asas yang kukuh.

"Rizab tunai syarikat kini melebihi RM50 juta dengan nisbah hutang kepada ekuiti yang rendah pada kadar 0.08.

"Keuntungan kekal stabil hasil kecekapan operasi, pelaburan dalam automasi serta kawalan kos yang berdisiplin. Kami juga menerima geran transformasi digital daripada kerajaan bagi menyokong pensekitaran sistem operasi," katanya.

MIRZAN MAHATHIR

Betamek, SiGenex in genomics diagnostics tie-up

250520-The Sun, BIZ & FINANCE, Pg15

Betamek, SiGenex in genomics diagnostics tie-up

Betamek delivers strong first-quarter profit growth

250725-The Sun, BIZ & FINANCE, Pg14

Betamek delivers strong first-quarter profit growth

PETALING JAYA: Betamek Bhd, an original design manufacturer and a player in electronics manufacturing services for the automotive industry, posted strong profit after tax growth to RM5.4 million for the first quarter ended June 30, 2025 (Q1'26) compared to RM4.9 million in the preceding year's corresponding quarter (Q1'25).

The company reported revenue of RM56.9 million for the quarter, marking a 13.8% increase compared to RM50 million in Q1'25. The growth was mainly attributable to higher sales of vehicle accessories and the initial contributions from industrial instruments and consumer electronics, reflecting early success from Betamek's diversification strategy. Profit before tax rose to RM7.2 million, up 12.1% from the same period last year. The group's gross profit margin expanded to 18.4%, compared to 17.2% previously, supported by stronger cost management and favourable currency movements.

The vehicle audio and visual products segment continued to be the primary revenue contributor, accounting for RM38.3 million, or 66.4% of total revenue. The vehicle accessories segment contributed RM11.3 million, while the non-automotive products segment accounted for RM6.6 million. The Malaysian market remained the group's key focus, contributing 97.2% of total revenue, with the balance derived from Hong Kong and Japan.

Compared to the immediate preceding quarter (Q4'25), revenue declined marginally by 4.8% from RM59.7 million, mainly due to reduced working days during festive periods. Despite the seasonal impact, the group maintained a strong profit before tax margin of 12.0%, slightly higher than the 12.1% recorded in the previous quarter, reflecting continued operational efficiency. However, the gross profit margin improved by 0.81% due to favourable currency movement in US dollar and China's yuan in the current quarter.

Betamek's board has declared a first interim single-tier dividend of one sen per share for the financial year ending March 31, 2026. The ex-date for the dividend is Aug 6, with payment scheduled for Aug 20.

Executive director Muhammad Fauzi Abd Ghani said, "We're pleased to begin the financial year on solid footing, driven by ongoing progress in our diversification strategy and operational improvements, particularly at Samhin Malaysia. This performance reflects our ability to adapt and grow sustainably even as the market normalises following a record year. We remain focused on strengthening our customer base, investing in automation, and developing innovative product solutions across both automotive and non-automotive sectors."


The Malaysian market contributed 97% of Betamek's total revenue in the first quarter, with the balance derived from Hong Kong and Japan.

Media Highlights (Cont'd)

ALL-ROUND APPROVAL

250830-The Sun, BIZ & FINANCE, Pg15

ALL-ROUND APPROVAL ... Betamek Bhd shareholders approved all resolutions tabled at the company's fourth annual general meeting and extraordinary general meeting held in Rawang on Thursday. They also approved the payment of a final single-tier dividend of one sen per ordinary share for the financial year ended March 31 2025, payable on Sept 12. From left are managing director Mirzan Mahathir, chairman Ahmad Subri Abdullah and chief financial officer Nor' Azrin Nusi. Betamek is an original design manufacturer and a leading player in electronics manufacturing services for the automotive industry.

Pecca and Betamek plans to jointly develop travel entertainment systems for aircraft, trains

251009-The Edge CEO Morning Brief, Home, Pg13

KUALA LUMPUR (Oct 8): Car upholstery manufacturer Pecca Group Bhd (KL:PECCA) has signed a memorandum of understanding (MOU) with Betamek Bhd (KL:BETA) to work together on developing advanced entertainment systems for both in-flight and in-train use.

Under the MOU, Betamek will take the lead on the technical side, focusing on the development of the core digital components. This includes digital interfaces, entertainment terminals, content management systems and all necessary software integration specifically tailored for aviation and railway applications.

Pecca will concentrate on the physical integration and compliance aspects. Its role is to incorporate new digital infotainment technologies directly into seating and cabin platforms, ensuring that the final products meet international aviation and railway standards, according to a joint statement released by the companies.

Beyond their respective roles, both companies will collaboratively handle the prototyping, functional testing and validation of the integrated systems.

They plan to use Pecca's industry network to quickly develop the market for these new products, initially focusing on Malaysia and extending across the Asia Pacific region.

Pecca and Betamek plans to jointly develop travel entertainment systems for aircraft, trains

theedgemalaysia.com

Betamek executive director Muhammad Fauzi Abd Ghani said the collaboration marks a strategic expansion for the company, moving its expertise beyond the automotive sector into the high-growth aviation and train segments.

By combining Betamek's capabilities in electronics R&D with Pecca's presence in aviation cabin ecosystems, "we aim to jointly deliver innovative, high-quality rail entertainment solutions that redefine the passenger experience and open new growth avenues across the Asia Pacific," Muhammad Fauzi added.

Pecca executive director Hago Teoh Zi Yi said this synergy will allow the company to deliver a next-generation passenger experience across trains and aircraft, bringing a new level of comfort and convenience to both operators and passengers.

Pecca's share price settled unchanged at RM1.41 on Wednesday (Oct 8), giving the group a market capitalisation of RM1.06 billion. Betamek's share price closed half a sen or 1.11% higher at 45.5 sen, translating into a market value of RM200 million.

Betamek clinches RM176 mil six-year deal with Perodua

251223-The Edge CEO Morning Brief, Home, Pg14

Betamek clinches RM176 mil six-year deal with Perodua

BY VINCENT LEE
theedgemalaysia.com

KUALA LUMPUR (Dec 22): Betamek Bhd (KL:BETA), an original design manufacturer and an electronics manufacturing services firm, has secured a six-year contract worth RM176 million from Perusahaan Otomobil Kedua Sdn Bhd (Perodua) to supply electronic components for a new Perodua vehicle model, strengthening the group's long-term revenue visibility.

The contract, awarded to its wholly owned subsidiary Betamek Electronics (M) Sdn Bhd, commenced on Dec 16, 2025, with component supply already underway in the third quarter ending Dec 31, 2025 (3QFY2026).

The long-term appointment is expected to support earnings stability through improved production planning, higher capacity utilisation and economies of scale.

"This contract strengthens our long-term production visibility and underscores our role as a key electronics partner in Malaysia's mobility ecosystem," Betamek executive director Muhammad Fauzi Abd Ghani said in a statement on Monday.

The award comes as Perodua continues to dominate Malaysia's automotive market, commanding a 44% market share in the first 10 months of 2025 after selling 289,210 vehicles.

Perodua's strong sales momentum, driven by resilient demand for affordable national cars, is expected to lift demand for higher electronics content in new model roll-outs.

Betamek stands to benefit from deeper integration within Perodua's supply chain as vehicle platforms increasingly incorporate more advanced and integrated electronic systems.

Looking ahead, Betamek plans to continue enhancing its manufacturing scalability, localisation efforts and technological capabilities to support Perodua's future model development and rising electronics requirements.

At the noon break on Monday, Betamek shares were half a sen or 0.97% lower at 51 sen, giving the company a market capitalisation of RM231 million. The stock is up 15.9% year to date.

Media Highlights (Cont'd)

Betamek wins top honour at Malaysia Global Sustainability Awards 2025

260110-The Borneo Post Sarawak, Business, Pg3

Betamek wins top honour at Malaysia Global Sustainability Awards 2025

KUALA LUMPUR: Betamek Bhd, an original design manufacturer and electronics manufacturing services firm, has received the Elite Award, the highest recognition under the Malaysia Global Sustainability Awards (MGSA) 2025.

The award was conferred on its wholly owned subsidiary, Betamek Electronics (M) Sdn Bhd for its project titled "Betamek Sustainability Integration & ESG Governance Framework."

Betamek in a statement on Friday said the framework outlines the group's structured approach to embedding sustainability into governance oversight, operational decision-making and long-term value creation.

It features formal ESG policies, clear accountability mechanisms and performance tracking to support responsible growth within Malaysia's automotive and electronics manufacturing ecosystem.

Executive Director Muhammad Fauzi Abd Ghani said the recognition reflects Betamek's view that sustainability must be integrated into governance structures rather than treated as a standalone initiative.

"Our ESG framework is designed to be practical, measurable and aligned with long-term business resilience.

"As the automotive and electronics industries evolve, we see responsible manufacturing and sound governance as critical enablers of sustainable growth," he said.

The award was presented on Jan 8 at Kompleks Kraf Kuala Lumpur, alongside the Asia Pacific Sustainability Conference: AI in Education for People and Planet.

The recognition comes as Betamek continues to expand its role in Malaysia's automotive electronics value chain, where customers and principals are placing greater focus on ESG compliance, supply chain responsibility and long-term operational sustainability.

The group views the award as validation of its efforts to balance growth, innovation and responsible business practices.

Looking ahead, Betamek said it will continue to strengthen its ESG capabilities, enhance governance processes and advance sustainability practices to support long-term competitiveness and stakeholder value, in line with national and global expectations.

MGSA is a national-level platform that recognises organisations demonstrating measurable progress in sustainability leadership, innovation and responsible business conduct.

The Elite Award represents the highest tier of recognition and is reserved for organisations that demonstrate excellence in embedding environmental, social and governance principles into core business strategy and operations, beyond baseline compliance.

Betamek Bhd head of health, safety and environment (right) receives the Elite Award at the Malaysia Global Sustainability Awards (MGSA) 2025.

Betamek builds longer revenue runway with Perodua deal, Sanshin integration

260309-The Malaysian Reserve, CORPORATE/NEWS, Pg12

Betamek builds longer revenue runway with Perodua deal, Sanshin integration

Beyond its automotive core, Betamek's diversification into high-value technology remains on track

Exports Gain Traction

Sanshin Consolidation Reshapes Revenue Mix

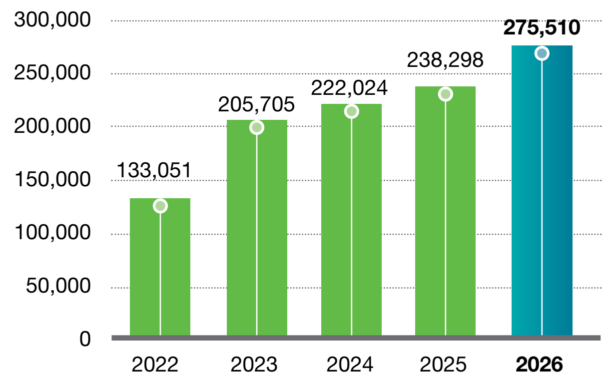
EV, Smart Cockpit and ADAS as Medium-term Drivers

Mizan says in 2026, export sales to Japan and Hong Kong accounted for about 6.5% of the group's revenue

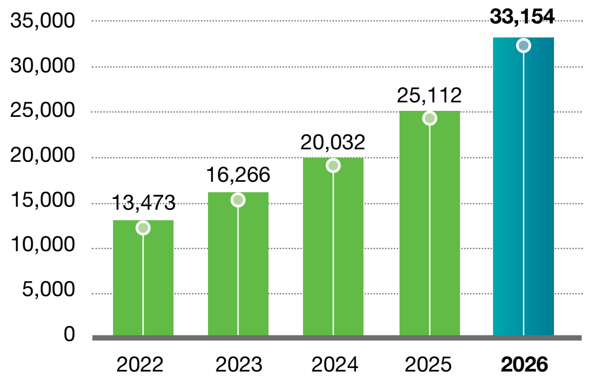
FINANCIAL HIGHLIGHTS

	FYE2022 RM'000	FYE2023 RM'000	FYE2024 RM'000	FYE2025 RM'000	FYE2026 RM'000
Financial Result					
Revenue	133,051	205,705	222,024	238,298	**275,510**
Gross Profit	24,531	36,445	35,451	37,557	**58,398**
Profit Before Taxation	17,317	22,422	26,396	31,974	**40,410**
Profit After Taxation	13,473	16,266	20,032	25,112	**33,154**
Financial Position					
Shareholders' Funds	93,434	136,690	143,222	149,547	**160,123**
Total Assets	141,214	175,857	181,336	193,423	**215,696**
Net Current Assets	71,920	108,949	106,047	97,488	**107,603**
Total Borrowings	31,311	13,421	11,156	9,730	**11,833**
Cash and Cash Equivalents	15,881	54,967	50,765	59,380	**67,372**
Earnings per share (sen)	2.99	3.61	4.45	5.58	**7.35**

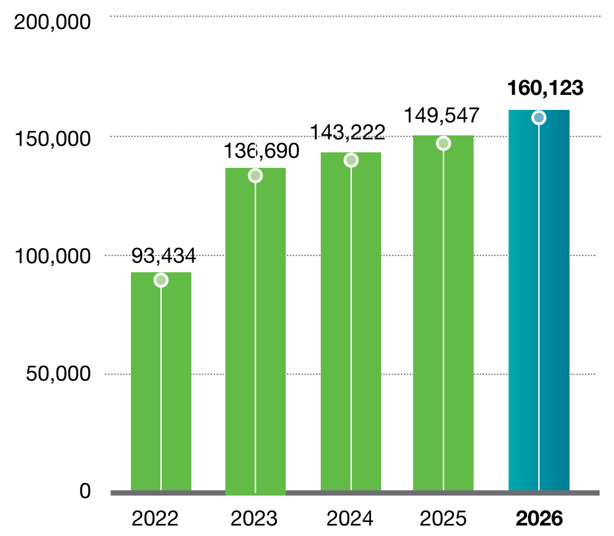
REVENUE (RM'000)



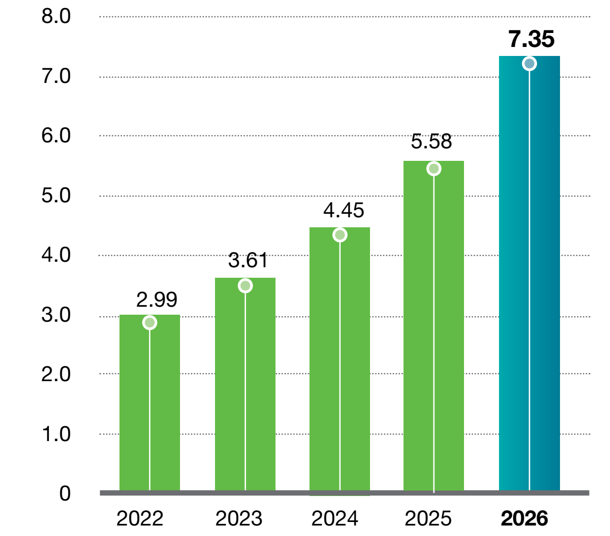
PROFIT AFTER TAXATION (RM'000)



SHAREHOLDERS' FUNDS (RM'000)



EARNINGS PER SHARE (sen)



BOARD OF DIRECTORS

1. **Ahmad Subri Bin Abdullah**
   Independent Non-Executive Chairman
2. **Mirzan Bin Mahathir**
   Managing Director
3. **Muhammad Fauzi Bin Abd Ghani**
   Executive Director
4. **Azlina Binti Abdul Aziz**
   Independent Non-Executive Director
5. **Yap Suan See**
   Independent Non-Executive Director
6. **Mohd Shahriman Bin Mohd Sidek**
   Independent Non-Executive Director

BOARD OF DIRECTORS' PROFILE

AHMAD SUBRI BIN ABDULLAH ("AHMAD SUBRI")

Independent Non-Executive Chairman

Ahmad Subri was appointed as our Independent Non-Executive Chairman on 13 June 2022.

He is a Chartered Insurer, Fellow of the Chartered Insurance Institute, UK and Fellow of the Malaysian Insurance Institute. He brings with him over 40 years of experience in the insurance, reinsurance and financial services industry having served in various capacity in England, Singapore and Malaysia. He has served as CEO for over 20 years in a number of leading Malaysian insurance groups.

Currently, Ahmad Subri is the Director and Advisor to a number of public and private companies in Malaysia and Singapore including Malaysian Life Reinsurance Group Berhad and Pheim Asset Management Islamic.

He does not have any family relationship with any director and/or major shareholder of the Company and has no conflict of interest with the Group. He attended all of the four (4) Board meetings held during the financial year ended 31 March 2026 and has had no convictions for any offences within the past five (5) years, other than traffic offences, if any and has not been imposed any public sanction or penalty by the relevant regulatory bodies during the financial year.

MIRZAN BIN MAHATHIR ("MIRZAN")

Managing Director

Mirzan was appointed to the Board on 7 December 2021 and subsequently appointed as the Managing Director of the Company on 2 January 2022. He is responsible for the overall strategy and business direction of our Group.

He graduated with a Bachelor of Science (Honours) degree in Computer Science from Brighton Polytechnic, UK in 1982 and obtained his Master's degree in Business Administration from The Wharton School of the University of Pennsylvania, USA in 1987.

He has vast experience of more than 30 years working with international firms and became entrepreneur for several private and public companies and sits on as Chairman and Directors of those companies.

He is currently a Non-Independent Non-Executive Chairman of Aurora Italia International Berhad, a company which is listed on the LEAP Market of Bursa Securities and a Non-Executive Director of Petron Corporation, a company listed on the Philippine Stock Exchange.

Mirzan is a major shareholder of the Company through his substantial shareholding in Iskandar Holdings Sdn Bhd, a major shareholder of the Company. He does not have any family relationship with any director and/or major shareholder of the Company and has no conflict of interest with the Group. He attended all of the four (4) Board meetings held during the financial year ended 31 March 2026 and has had no convictions for any offences within the past five (5) years, other than traffic offences, if any and has not been imposed any public sanction or penalty by the relevant regulatory bodies during the financial year.

Board of Directors' Profile (Cont'd)

MUHAMMAD FAUZI BIN ABD GHANI ("MUHAMMAD FAUZI")

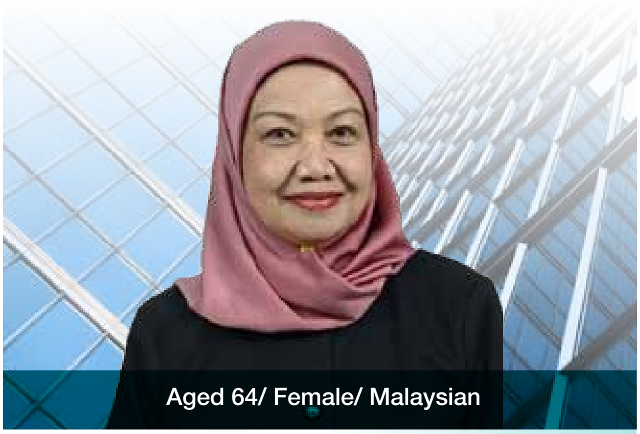
Executive Director

Muhammad Fauzi was appointed to the Board on 7 December 2021 as Executive Director. Muhammad Fauzi graduated with a Bachelor of Commerce from the University of Western Australia, Australia in 1984. In 1989, he obtained his Diploma in System Analysis from the MARA Institute of Technology. In 1994, he obtained his Master of Business Administration from Ohio University, USA.

Muhammad Fauzi has been a member of the Malaysian Institute of Certified Public Accountants (MICPA) since 1990 and a member of the Malaysian Institute of Accountants (MIA) since 1987.

He brings with him more than 30 years of in-depth knowledge and experience in finance, strategy, taxation and information technology in several listed company in Malaysia and overseas. He has also been involved with many corporate exercises and fund-raising activities for the companies he worked previously.

He does not hold any directorship in public companies and listed issuers, does not have any family relationship with any director and/or major shareholder of the Company and has no conflict of interest with the Group. He attended all of the four (4) Board meetings held during the financial year ended 31 March 2026 and has had no convictions for any offences within the past five (5) years, other than traffic offences, if any and has not been imposed any public sanction or penalty by the relevant regulatory bodies during the financial year.



AZLINA BINTI ABDUL AZIZ ("AZLINA")

Independent Non-Executive Director

Azlina was appointed as the Independent Non-Executive Director of the Company on 13 June 2022. She also serves as the Chairperson of the Audit and Risk Management Committee and a member of the Nomination and Remuneration Committee.

Azlina graduated with a Bachelor of Business (major in Accounting) from the Western Australian College of Advanced Education (presently known as Edith Cowan University), Australia in 1985. In 2002, she obtained her Master of Business Administration from Aston University, UK. She has been a Member of the Malaysian Institute of Accountants (MIA) and Fellow of Certified Practising Accountant (CPA) Australia and since 1994 and 2012, respectively.

Azlina has accumulated experience spanning across more than three decades in the field of finance and accounting. She commenced her career with KK Properties Sdn Bhd in 1985 as an Accountant. She subsequently gained further experience having worked at different companies across the telecommunications, highway concessionaires and information technology, serving in various roles within finance and accounting.

She does not hold any directorship in public companies and listed issuers, does not have any family relationship with any director and/or major shareholder of the Company and has no conflict of interest with the Group. She attended all of the four (4) Board meetings held during the financial year ended 31 March 2026 and has had no convictions for any offences within the past five (5) years, other than traffic offences, if any and has not been imposed any public sanction or penalty by the relevant regulatory bodies during the financial year.

Board of Directors' Profile (Cont'd)

Aged 59/ Female/ Malaysian

YAP SUAN SEE

Independent Non-Executive Director

Aged 62/ Male/ Malaysian

MOHD SHAHRIMAN BIN MOHD SIDEK ("MOHD SHAHRIMAN")

Independent Non-Executive Director

Yap Suan See was appointed as the Independent Non-Executive Director of the Company on 15 March 2022. She also serves as the Chairperson of the Nomination and Remuneration Committee and a member of the Audit and Risk Management Committee.

Yap Suan See graduated with her Bachelor of Science in Business Administration from Winona State University, Minnesota, USA in 1990. In 2004, she was certified in Production and Inventory Management (CPIM) by the American Production and Inventory Control Society (APICS) (currently known as the Association for Supply Chain Management (ASCM)). In 2008, she obtained her Master of Engineering, Manufacturing Management from the University of South Australia, Australia.

Yap Suan See has in-depth knowledge and experience in production and manufacturing activities, having dedicated more than 30 years of her professional life in the industry. She commenced her career with Applied Magnetics Sdn Bhd as a Quality Engineer. She went on to serve in several companies within the industry and rose to the rank of Managing Director of II-VI Malaysia Advanced Manufacturing Center Sdn Bhd. Her last role before she left in July 2022 was as a Consultant for the company. She is currently working with AT&S Austria Technologies & Systemtechnik (Malaysia) Sdn Bhd as a Senior Vice President since October 2024.

She does not hold any directorship in public companies and listed issuers, does not have any family relationship with any director and/or major shareholder of the Company and has no conflict of interest with the Group. She attended all of the four (4) Board meetings held during the financial year ended 31 March 2026 and has had no convictions for any offences within the past five (5) years, other than traffic offences, if any and has not been imposed any public sanction or penalty by the relevant regulatory bodies during the financial year.

Mohd Shahriman was appointed as the Independent Non-Executive Director of the Company on 27 January 2022. He also serves as a member of the Audit and Risk Management Committee and Nomination and Remuneration Committee.

Mohd Shahriman obtained his Diploma in Architecture from the MARA Institute of Technology in 1987. In 1990, he graduated with a Bachelor of Arts (Honours) in Architectural Studies from Oxford Polytechnic, UK (presently known as Oxford Brookes University, UK). In 1992, he obtained his Post Graduate Diploma in Architecture and Urban Design from Oxford Polytechnic, UK.

He has over 30 years of working experience in architecture, urban design, telecommunications, digital media, technology, digital infrastructure and healthcare technology. He began his career with Halcrow Fox and Associates in the United Kingdom before returning to Malaysia, where he held various positions in architecture, project management and digital technology-related businesses. Throughout his career, he has founded and led several technology-related ventures and held senior management positions in organisations including DiGi Telecommunications Sdn Bhd, MSA Resources Sdn Bhd, SD Global Technologies Sdn Bhd and CREST (Collaborative Research in Engineering, Science & Technology).

He is currently the Head of ASEAN of International Data Center Authority, Inc., Senior Director of Government Affairs of Dataswyft Global Ltd and Advisor to the Minister of Digital on matters relating to data governance. He also serves as an Independent Non-Executive Director of Elsa Berhad.

He does not have any family relationship with any Director and/or major shareholder of the Company and has no conflict of interest with the Group. He attended all four (4) Board meetings held during the financial year ended 31 March 2026 and has had no convictions for any offences within the past five (5) years, other than traffic offences, if any, and has not been imposed any public sanction or penalty by the relevant regulatory bodies during the financial year.

KEY SENIOR MANAGEMENT'S PROFILE

Age 57 / Male / Malaysian

SHAHREL BIN MOHD ZAIN ("SHAHREL")

Chief Operating Officer

Shahrel first joined the Group as the Chief Operating Officer on 9 December 2024, a position he holds till today. He is responsible to lead the Group's operational strategies, focusing on advanced manufacturing efficiency, integrating technological innovations and supporting Betamek's expansion in the rapidly evolving automotive electronics sector.

Shahrel graduated with a Bachelor of Science in Physics from Rutgers, The State University of New Jersey, United States of America. He combined his academic foundation with practical experience to deliver high impact operational improvements. His career was defined by a commitment to fostering technological advancements and achieving excellence in production.

He has more than 30 years of extensive experience especially in engineering, manufacturing, factory automation and operational leadership across prominent multinational corporations in the semiconductor and electronics industries.

Age 52 / Male / Malaysian

NOR' AZRIN BIN NUSI ("NOR' AZRIN")

Chief Financial Officer

Nor' Azrin was first joined the Group as the Chief Financial Officer on 16 August 2021, a position he holds till today. He is responsible for overseeing the Group's day-to-day financial and corporate service matters, including financial reporting, treasury, taxation and budget planning, as well as human resource matters.

Nor' Azrin graduated with a Bachelor of Arts (Hons) in Accounting and Management Control from Sheffield Hallam University, UK in 1996. In 2012, he obtained a Master of Business Administration from the Universiti Kebangsaan Malaysia (UKM) Graduate School of Business.

Nor' Azrin has been a Member of the Malaysian Institute of Accountants (MIA) since 1999, and a Member and Fellow Member of the Association of Chartered Certified Accountants (ACCA) since 1999 and 2004, respectively.

He brings with him 30 years of working experience in finance and accounting. He has served in few public listed companies involved in property development, constructions, plantation and agricultural activities, serving various roles within finance and accounting.

Key Senior Management's Profile (Cont'd)

Age 63 / Male / Malaysian

WAN AHMAD KAMAL BIN WAN HALIM ("WAN")

Chief Technology Officer

Wan was appointed as Chief Technology Officer on 1 July 2026 and drives the Group's strategic growth, innovation, and customer diversification initiatives. He holds a Bachelor of Science in Computer Science and Statistics from Monash University, and completed executive programs in Digital Transformation and Customer Centricity at IMD Business School and The Wharton School.

Wan brings over 30 years of leadership experience across MNCs, public-listed companies, and global consultancies in Malaysia and the ASEAN region. Prior to joining the Group, he was the Managing Director of Capgemini Malaysia, and previously held senior executive roles at Telekom Malaysia (including EVP & COO of TM One), Juniper Networks as Regional Managing Director for ASEAN, and Maxis Berhad. His extensive expertise in organizational transformation and strategic partnerships is central to driving the Group's next phase of growth and value creation.

Age 55 / Female / Malaysian

TAY YOKE THENG

Senior General Manager and Head of Procurement and Administration

Tay Yoke Theng is the Senior General Manager and Head of Procurement and Administration. She is responsible for overseeing the Group's purchasing and administrative matters.

Tay Yoke Theng completed her Malaysian Higher School Certificate at Sekolah Menengah Kebangsaan Maxwell, Kuala Lumpur in 1988. In 1989, she obtained her London Chamber of Commerce and Industry (LCCI) qualification in bookkeeping and accounts.

Tay Yoke Theng joined BESB as a Purchasing Executive, a position she held until 2009. Over the years, she was promoted to the positions of Senior Manager (2009), Deputy General Manager (2013) and General Manager (2018) before assuming the role of Senior General Manager and Head of Procurement and Administration on 1 July 2023, a position that she holds until today.

Other Information

- **Family Relationship**
  None of the Key Senior Management has any family relationship with any director and/or major shareholder of the Company.
- **Conflict of Interest**
  None of the Key Senior Management has any conflict of interests with the Group.
- **Conviction of Offences**
  None of the Key Senior Management has convictions for any offences within the past 5 years, other than traffic offences, if any and has not been imposed any public sanction or penalty by the relevant regulatory bodies during the financial year.
- **Directorships**
  None of the Key Senior Management holds any directorship in public companies and listed issuers.

CHAIRMAN'S STATEMENT

Dear Esteemed Shareholders,

On behalf of the Board of Directors of Betamek Berhad, it is my pleasure to present the Annual Report and Audited Financial Statements for the financial year ended 31 March 2026 ("**FYE 2026**").

Ahmad Subri Bin Abdullah
("Ahmad Subri")
Independent Non-Executive Chairman

Chairman's Statement
(Cont'd)

THE YEAR UNDER REVIEW

In another transformative year, Betamek Berhad ("Betamek" or the "Group") continued to focus on advancing innovation, broadening its market reach, and strengthening its position as a leading automotive electronics solutions provider.

FYE 2026 marked another year of meaningful progress for the Group. Our continued focus on operational excellence, product innovation and strategic collaboration has enabled us to strengthen our capabilities and reinforce our role within the automotive supply chain.

As we strengthen our foundation, Betamek continues to prioritise sustainable value creation through innovation, strategic partnerships and operational excellence. While remaining focused on the automotive sector, the Group is exploring opportunities in adjacent industries, including electric vehicles, medical devices, two-wheelers, smart metering and other industrial applications, where we can leverage our engineering capabilities to deliver innovative and value-driven solutions in response to evolving market needs.

REVIEW OF FINANCIAL PERFORMANCE

I am delighted to report that for FYE 2026, the Group achieved another record-breaking performance. Revenue rose to RM275.5 million, representing a 15.6% increase from RM238.3 million in the previous financial year. This growth was mirrored in our profitability, with a profit after tax of RM33.2 million, a robust 32.0% increase from RM25.1 million in FYE 2025. At the same time, Betamek's revenue diversification strategy is delivering tangible results. Non-automotive customers accounted for approximately 18% of total revenue, reflecting the Group's continued efforts to expand its customer base, particularly within the industrial and broader electronics segments.

These results demonstrate the strength of our disciplined cost management and strategic market positioning.

PROSPECTS FOR FYE 2027

The Malaysian economy continues to demonstrate commendable resilience. Following a strong performance in 2025, the GDP growth is projected to remain steady between 4% and 5%. This growth is underpinned by robust private consumption, a thriving labor market, and the strategic implementation of projects under the 13th Malaysia Plan. While global trade remains subject to tariff volatility and geopolitical shifts, Malaysia's proactive investment climate provides a stable foundation for the Group's operations.

At the same time, current geopolitical tensions, including ongoing conflicts and trade realignments, are expected to exert cost and operational pressures on global supply chains. For Betamek, this may translate into higher input costs and logistical challenges. Nevertheless, the Group remains optimistic about the future, supported by our diversified sourcing strategies, strong domestic demand, and our ability to adapt swiftly to changing market conditions.

The Malaysian Ringgit has shown relative stability, which, coupled with narrowing interest rate differentials, has helped ease input cost pressures for components sourced internationally. This financial stability allows Betamek to maintain a competitive edge while managing supply chain volatility through diversified sourcing.

In the automotive sector, 2025 was another landmark year. The Malaysian Automotive Association ("MAA") reported a record-breaking total industry volume ("TIV") of 820,752 units in 2025. For 2026, MAA forecasts a TIV of 800,000 units, which, if achieved, would mark the third consecutive year that Malaysia's automotive industry has exceeded the 800,000-unit threshold. We anticipate sustained demand within the affordable passenger vehicle segment, which is Betamek's core market.

Chairman's Statement (Cont'd)

The transition toward green mobility remains a significant tailwind. In 2025, the adoption of electrified vehicles jumped over 50%, with battery electric vehicles alone recording a staggering increase in registrations. Betamek is strategically positioned to lead in this space through our collaboration with Perodua on Malaysia's first locally developed affordable electric vehicle, ensuring we remain at the forefront of the nation's technological shift.

In line with our long-term vision, the Group has launched its five-year strategic plan, ASCEND30, which will guide us through FYE 2027–2031. Under ASCEND30, Betamek will focus on diversifying its revenue streams and expanding into the business model that enables us to deliver integrated, value-driven solutions beyond traditional product offerings. This strategic pivot will strengthen our resilience, broaden our market reach, and ensure sustainable growth in the years ahead. With a resilient domestic economy and strong automotive demand, the Group remains optimistic about driving long-term value for our stakeholders in FYE 2027.

APPRECIATION

On behalf of the Board of Directors, I extend my deepest gratitude to our shareholders, customers, business partners, management team, and dedicated employees for their unwavering support.

The Board takes pride in Betamek's continued commitment to excellence across sustainability, governance and operational capabilities. During the year, the Group was honoured with the Elite Award, the highest recognition at the Malaysia Global Sustainability Awards 2025, in acknowledgement of its 'Betamek Sustainability Integration & ESG Governance Framework' initiative.

In addition, Betamek was accorded with an important scoring of a 3-star Environmental, Social, and Governance ("ESG") rating among ACE Market PLCs assessed by FTSE Russell, reflecting the Group's progress in strengthening its ESG practices. The Group also achieved Smart Manufacturing Level 4 accreditation from MARii, underscoring its continued advancement in digitalisation and manufacturing excellence.

These accolades are not merely past milestones; they serve as the baseline for our current operational DNA and our promise of quality to all stakeholders.

We extend our appreciation to our employees for their dedication and contributions, which continue to support the Group's performance. Backed by an experienced Board and management team, Betamek is well-positioned to pursue growth opportunities and strengthen its market position.

We look forward to another year of continued progress and innovation.

Thank you for believing in Betamek.

MANAGEMENT DISCUSSION & ANALYSIS ("MD&A")

Dear Valued Shareholders,

I am pleased to present the MD&A of Betamek Berhad ("Betamek" or "the Group") for the financial year ended 31 March 2026 ("FYE 2026"). This report highlights the Group's operational achievements, key strategic milestones and growth initiatives carried out during the year. FYE 2026 represented a significant year for Betamek, as we made notable strides in broadening our market presence, driving innovation and progressing our digital transformation efforts.

On behalf of the Board and management team, I would like to express our sincere appreciation to all shareholders for your continued support and trust in Betamek as we strive to build a resilient, innovation-driven organisation for the future.

Mirzan Bin Mahathir ("Mirzan")
Managing Director

Management Discussion & Analysis (Cont'd)

1.0 Overview of Betamek

For FYE 2026, Betamek continued to build on its established position as an electronics manufacturing services ("EMS") provider to the automotive industry in Malaysia. Throughout the year, the Group focused on strengthening operational resilience, enhancing product capabilities, and deepening strategic relationships with key original equipment manufacturers ("OEMs"), while aligning its business direction with the ongoing transformation of the global automotive sector.

Betamek moved from earlier groundwork into a clearer phase of execution, with the Group continuing to strengthen its position as an EMS provider to the automotive industry in Malaysia. The Group has again delivered record revenue of RM275.5 million and impressive profit after tax of RM33.2 million, supported by sustained demand from its core automotive electronics segments, a broader revenue base following the full-year contribution from Betamek Sanshin (M) Sdn. Bhd. ("BSSB"), and the first-year revenue contribution from connectivity modules. This performance reflects the Group's ongoing efforts to expand beyond its traditional product base, improve its margin profile and participate in higher-value automotive electronics applications.

In FYE 2026, the Group continued to benefit from strategic investments made in earlier years, including investments in research and development ("R&D"), production capability and operational efficiency. The remaining initial public offering ("IPO") proceeds allocated for R&D were fully utilised during the financial year, marking the completion of this funding stream under the Group's listing utilisation plan. These investments have supported the development of advanced vehicle visual systems, sensor-based solutions, telematics, connectivity modules and Internet of Things ("IoT")-enabled connected mobility applications, all of which remain aligned with the increasing electronics content in modern vehicles.

The acquisition of BSSB, completed on 28 June 2024, also began to contribute more meaningfully to the Group's full-year performance in FYE 2026. As a wholly owned subsidiary with manufacturing and customer exposure across Malaysia, Japan, Hong Kong and Thailand, BSSB broadens Betamek's customer base, adds complementary product lines and strengthens the Group's regional reach. Its contribution to the industrial instruments and consumer electronics segments provides Betamek with a wider platform to pursue regional diversification and adjacent electronics manufacturing opportunities.

Concurrently, Betamek Research Sdn Bhd ("BRSB") partnered with Institute of Technology Petronas Sdn. Bhd. to co-develop "SafeSync360: Next-Gen Infotainment with Child Guard Technology." Completed on 12 May 2026, the project achieved Technology Readiness Level 6 and fully met the ASEAN NCAP 2026-2030 assessment protocols for child presence detection technology, aligning the Group's roadmap with environment, social and governance and smart mobility trends. On the digital transformation front, Betamek advanced its automation and analytics agenda during FYE 2026, supported by the government grant secured under the IoT-enabled digital transformation programme administered by the Ministry of Entrepreneur and Cooperatives Development via Malaysian Industrial Development Finance Berhad. The Group also deployed data-driven manufacturing tools such as Overall Equipment Effectiveness ("OEE") monitoring to improve visibility over machine performance, production availability and quality outcomes, especially across surface mount technology operations.

During the financial year, the Group undertook significant initiatives to achieve MARii Smart Factory Level 4 status as part of its ongoing digital transformation efforts. These initiatives focused on advancing smart manufacturing capabilities, process automation and data-driven operational practices to enhance manufacturing efficiency, quality and operational resilience. The Group officially attained MARii Smart Factory Level 4 status in July 2026, underscoring its continued commitment to manufacturing excellence and further strengthening its position as a technologically capable and reliable industry player in Malaysia's automotive electronics supply chain. Collectively, the progress achieved in FYE 2026 demonstrates the Group's ability to translate earlier strategic investments into broader operating capabilities. With an expanded revenue base, stronger R&D infrastructure and continued emphasis on automation and customer diversification, Betamek is positioned to pursue its next phase of growth anchored by innovation, regional expansion and disciplined execution.

2.0 Business and Operational Overview

FYE 2026 was another year of solid execution for Betamek, supported by robust production volumes, relatively stable supply chain conditions, and sustained demand from Malaysia's automotive sector. The Group remained focused on delivering high-quality EMS to the automotive industry, underpinned by its vertically integrated operations and more than three decades of established industry experience.

The Malaysian automotive sector recorded another year of growth, with total industry volume ("TIV") reaching 820,752 units, representing a modest 1% increase from 2024, according to the Malaysian Automotive Association ("MAA"). TIV for the first half of 2026 reached 385,353 units, reflecting a 3% increase compared to the corresponding period in 2025. National brands continued to dominate the market, accounting for 67% of total industry share. Perusahaan Otomobil Kedua Sdn Bhd ("Perodua"), Betamek's long-standing anchor customer, maintained its market leadership by capturing a 41% share of TIV during the period, following its record performance of 359,904 units sold in 2025.

During the year, the Group's production activities were supported by stable call volumes, underpinned by strong demand for Perodua's high-demand and high-run-rate vehicle models, resulting in robust factory utilisation levels. The Group continued to uphold its on-time delivery performance and stringent quality standards, consistently meeting the exacting requirements of Perodua. It also sustained its role in supporting the assembly of high-complexity components and infotainment systems across multiple vehicle platforms.

Operational excellence

Operational reliability remained a core strength for Betamek, underpinning its consistent delivery performance and customer confidence. Throughout the period, the Group continued to uphold its stringent quality assurance framework, ensuring that all manufacturing outputs met or exceeded required industry and customer standards.

In line with its commitment to data-driven operational excellence, Betamek also enhanced its manufacturing monitoring capabilities through the acquisition and deployment of an OEE system. This system provided real-time visibility into machine performance, availability, and production quality, enabling more accurate identification of downtime causes and performance gaps. The insights generated supported faster decision-making, targeted corrective actions, and continuous improvement at the shop-floor level.

In addition to productivity gains, these initiatives contributed to broader operational excellence objectives. Betamek further reinforced its commitment to workplace safety by embedding risk awareness and preventive practices into daily operations. At the same time, environmental performance was enhanced through more efficient use of materials, reduced waste generation, and improved energy utilisation.

Collectively, these efforts reflect the Group's ongoing focus on resource optimisation and sustainable manufacturing practices, ensuring that operational reliability is achieved not only through output consistency, but also through responsible, efficient, and data-enabled use of resources.

Management Discussion & Analysis (Cont'd)

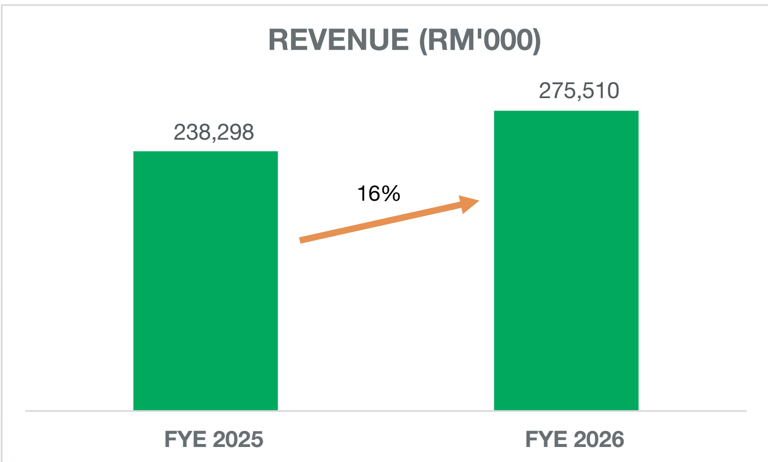
3.0 Review of Financial Performance

	FYE 2025	FYE 2026	Changes	
	RM'000	RM'000	RM'000	%
Revenue	238,298	**275,510**	37,212	16
Gross profit ("GP")	37,557	**58,398**	20,841	56
Profit before tax ("PBT")	31,974	**40,410**	8,436	26
Profit after tax ("PAT") / Net profit	25,112	**33,154**	8,042	32
Profit attributable to owners of the Company	25,112	**33,168**	8,056	32
GP margin (%)	16	**21**		
PBT margin (%)	13	**15**		
Net profit margin (%)	11	**12**		
Basic earnings per share (sen)	5.58	**7.35**		
Number of shares post IPO ('000)	450,000	**454,583**		

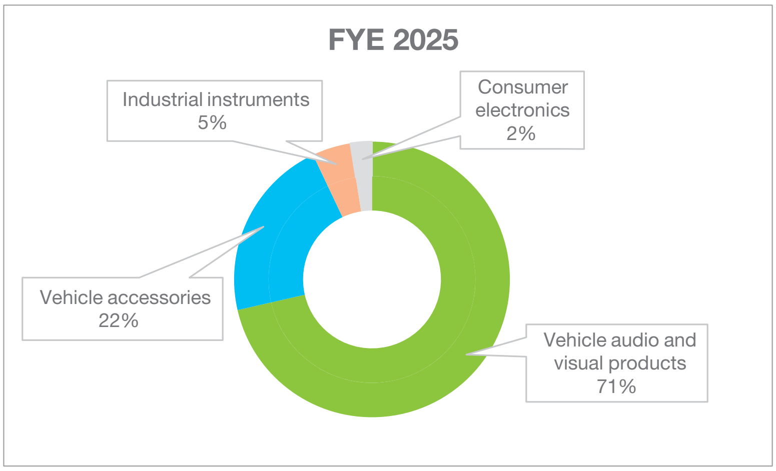
3.1 Revenue

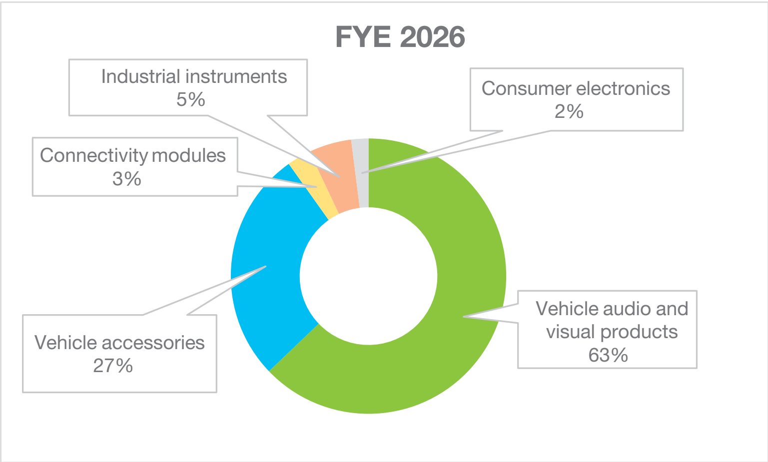
Our revenue is derived from the sale of manufactured goods, which is recognised net of sales returns and discounts upon the transfer of control of goods to customers.

The Group recorded total revenue of RM275.5 million in FYE 2026, representing an increase of RM37.2 million or 16% from RM238.3 million in FYE 2025. The growth was attributable to higher sales across its core segments: vehicle audio and visual products, and vehicle accessories. Concurrently, connectivity modules represent a new product revenue stream for this segment. The non-automotive segment also recorded an overall increase, bolstered by a full-year revenue contribution from BSSB across the industrial instruments and consumer electronics sectors.



Management Discussion & Analysis (Cont'd)





	FYE 2025		FYE 2026	
	RM'000	**%**	**RM'000**	**%**
Automotive segment				
Vehicle audio and visual products	170,212	71	**173,190**	63
Vehicle accessories	51,323	22	**75,240**	27
Connectivity modules	-	0	**7,671**	3
Non-automotive segment				
Industrial instruments	10,780	5	**13,844**	5
Consumer electronics	5,983	2	**5,565**	2
	238,298	100	**275,510**	100

Management Discussion & Analysis (Cont'd)

Vehicle audio and visual products

Revenue from vehicle audio and visual products grew slightly by RM3.0 million, or 2% in FYE 2026, from RM170.2 million in the previous year to RM173.2 million. The growth was mainly driven by an overall increase in order from our main customer, Perodua, especially for their Ativa, Aruz and Bezza models, which experienced rising demand from the Malaysian market during the financial year. With this increase in demand, the Group is committed to continue to maintain a steady supply of infotainment systems and audio-visual components across the broader model range, in line with evolving consumer preferences for enhanced in-car technology.

Vehicle accessories

Revenue from vehicle accessories meanwhile increased by RM23.9 million, or 47% year-on-year, to RM75.2 million in FYE 2026. The increase was primarily driven by the successful securing of vehicle accessories supplies for new customers at BSSB, coupled higher contribution from Perodua as well.

The broadened scope of supply has contributed positively to the overall performance of the vehicle accessories segment.

Looking ahead, the Group anticipates sustained demand across these segments, underpinned by ongoing product innovation, a robust model pipeline from key OEMs, and the wider industry transition towards connected and energy-efficient vehicles.

Connectivity modules

This product segment represents a new revenue-generating stream within our automotive business, a strategic avenue explored by the Group in prior years that has successfully come to fruition in FYE 2026. The connectivity modules segment recorded a revenue of RM7.7 million, contributing 3% to the Group's total revenue for FYE 2026. These modules are specifically tailored for electric vehicles ("EVs"), an expanding sector where both regional automotive manufacturers and OEMs are actively accelerating development. Given these strong industry tailwinds, this segment is highly aligned with market trends and is poised for significant growth in the coming years.

Industrial instruments

Revenue from industrial instruments accounted for RM13.8 million, or 5% of the total revenue in FYE 2026. The industrial instruments sector plays a crucial role in manufacturing and automation, with several products being produced for the export market mainly to Japan. In particular, revenue contribution from its cooler units for industrial is increasing, particularly in energy-efficient cooling solutions and stable growth is driven by manufacturing expansion and sustainability initiatives.

Consumer electronics

Revenue from consumer electronics accounted for RM5.6 million, or 2% of the total revenue in FYE 2026. Key products in this segment include the frequency-agile UHF wireless system, manufactured for Japanese customers, primarily for export to the USA, Europe and various Asian countries. Additionally, printed circuit board assemblies fall under the contract manufacturing business, with clients from Japan and China. However, the contract manufacturing segment is experiencing a downward trend due to evolving market dynamics and industry realignments.

Moving forward, the Group foresee see shrinking demand for this segment, thus are currently engaging with its existing and potential customers, with closed deals to be expected in FYE 2027.

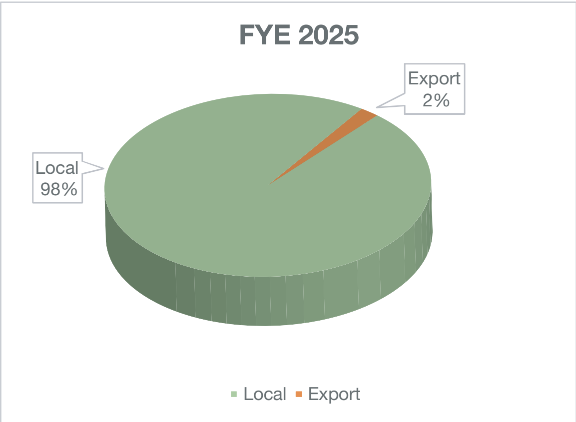
Management Discussion & Analysis (Cont'd)

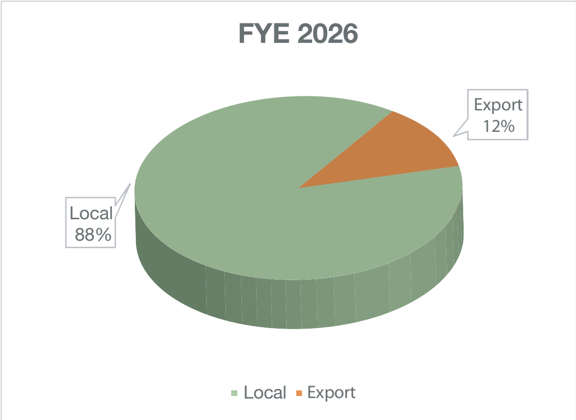
Revenue diversification

During FYE 2026, the Group made meaningful progress in expanding its customer base and market reach, resulting in a more diversified revenue profile. While Perodua remained the Group's largest customer, its contribution to total revenue decreased from 93% in FYE 2025 to 82% in FYE 2026, reflecting the Group's success in securing and growing business with non-Perodua customers, whose contribution increased from 7% to 18%.

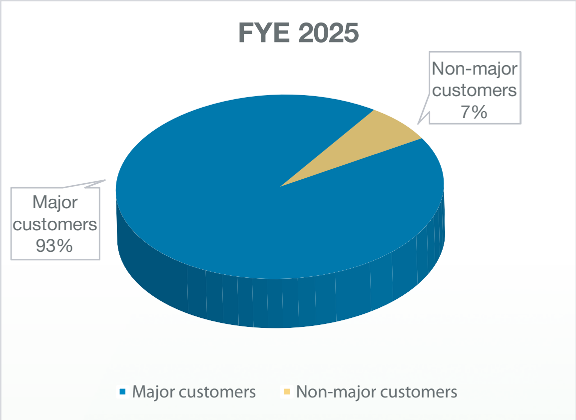
The Group also strengthened its presence in overseas markets, with export sales through BSSB increasing their contribution to total revenue from 2% to 12%, while the local market accounted for 88% of total revenue compared with 98% in the previous financial year. This broader customer and geographical mix demonstrate the Group's continued efforts to diversify its revenue streams, expand its market presence, and enhance the resilience of its business.

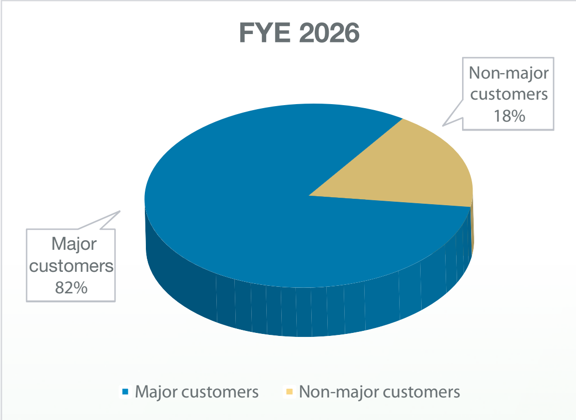
By geographical market





By customer





Management Discussion & Analysis (Cont'd)

3.2 Financial results & analysis

	FYE 2025	FYE 2026	Changes	
	RM'000	RM'000	RM'000	%
GP	37,557	**58,398**	20,841	55
Other Income	7,281	**1,820**	(5,461)	(75)
Finance income	1,107	**1,384**	277	25
Administrative expenses	(12,181)	**(17,571)**	(5,390)	(44)
Selling and distribution expenses	(164)	**(130)**	34	21
Finance costs	(29)	**(47)**	(18)	(62)
Other expenses	(1,597)	**(3,444)**	(1,847)	(116)
PBT	31,974	**40,410**	8,436	26
Taxation	(6,862)	**(7,256)**	(394)	(6)
PAT	25,112	**33,154**	8,042	32

Cost of sales

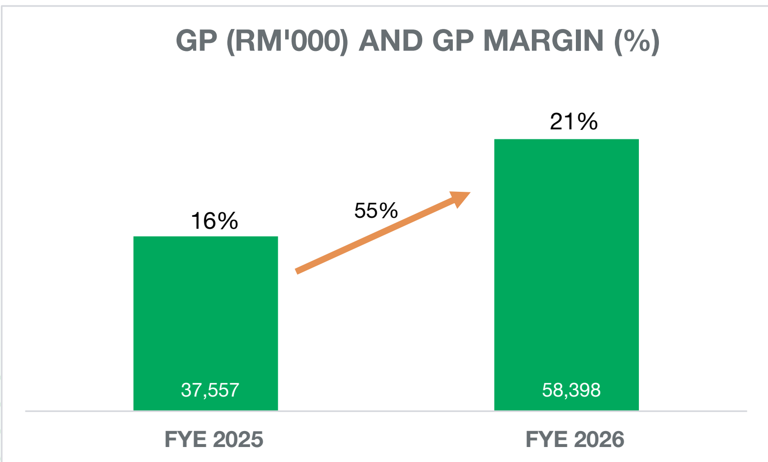
Our cost of sales for FYE 2026 amounted to RM217.1 million, representing an increase of RM16.4 million or 8% from RM200.7 million recorded in FYE 2025. The increase was primarily driven by higher sales volumes during the financial year under review, in tandem with strong production activity in support of Perodua's robust vehicle deliveries.

The continued appreciation of the Malaysian Ringgit ("MYR") against the United States Dollar ("USD") during the financial year has lowered the pressure on raw material costs. The MYR averaged approximately RM4.17/USD during FYE 2026, compared to RM4.54/USD in the previous year, leading to lower import costs of USD-denominated components and raw materials.

Production labour cost meanwhile increased by 19%, rising from RM18.9 million to RM22.5 million. The increase in production labour costs compared to the previous year was primarily driven by higher production volumes to meet growing customers' demand. The Group also continued to invest in workforce capability through training and upskilling initiatives to support operational efficiency and product quality, further impacting labour costs.

Production overheads increased to RM8.4 million, up RM2.3 million or 4% compared to RM6.1 million in FYE 2025. The increase was mainly due to full year consolidation of BSSB, which expanded the Group's operational overheads.

Gross profit



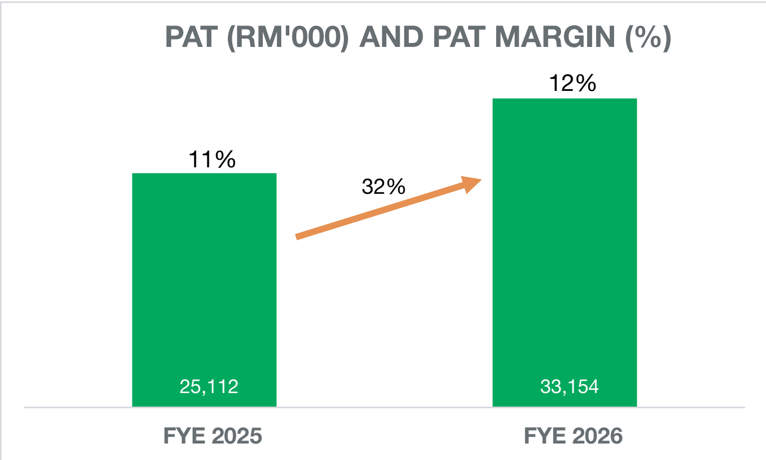
Management Discussion & Analysis (Cont'd)

Our GP for FYE 2026 stood at RM58.4 million, reflecting an increase of RM20.8 million or 55% compared to RM37.6 million in FYE 2025. The GP margin came in at 21%, showing improvement from 16% recorded in the preceding year.

The improvement in GP margin was primarily driven by stronger revenue growth and a more favourable product mix during the year. The Group benefited from higher sales contribution from higher-margin products, including more advanced and value-added components, which lifted overall profitability. This shift reflects the Group's ongoing efforts to move up the value chain and focus on products with better margin profiles.

Furthermore, the Group experienced improved cost management during the year, including more stable raw material prices, tighter control over manufacturing overheads and favourable foreign currency exchange rates. Together with ongoing automation and productivity enhancements, these factors supported a more efficient cost structure, resulting in a meaningful improvement in GP margin.

Profit after tax



The Group recorded a PAT of RM33.2 million in FYE 2026, an increase of RM8.1 million or 32% from RM25.1 million in FYE 2025. The increase in PAT was broadly in line with the growth in gross profit, indicating that the improvement in margins was effectively translated to the bottom line.

Correspondingly, the PAT margin improved slightly to 12%, compared to 11% in the previous financial year. The modest improvement in net profit margin reflects disciplined cost management and relatively stable operating expenses, allowing gains at the gross profit level to flow through to the bottom line. Despite ongoing investments in business growth and capability building, the Group maintained prudent control over overheads, resulting in a slight but steady improvement in overall net profitability.

Looking ahead, Betamek will continue to prioritise cost discipline, prudent foreign currency risk management and yield optimisation as key pillars of its financial sustainability framework amid evolving market conditions. In addition, the Group remains committed to enhancing operational efficiency through continuous process improvements, strengthening supply chain resilience, and leveraging data-driven decision-making to support margin preservation.

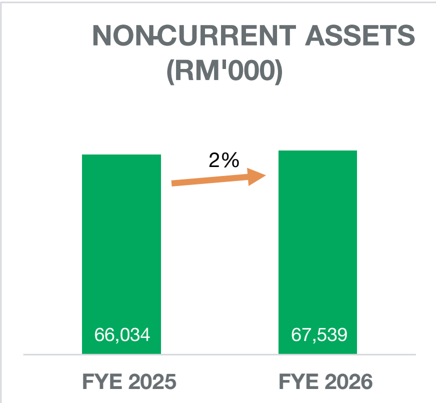
Management Discussion & Analysis (Cont'd)

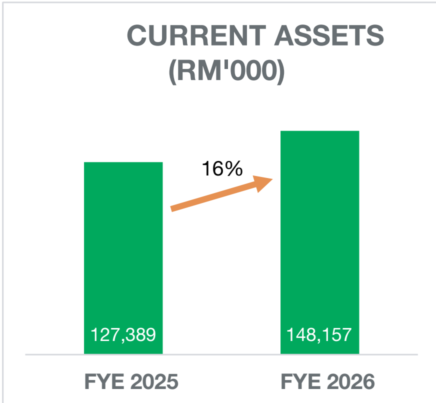
4.0 Financial Position Review

4.1 Financial position analysis

	FYE 2025	FYE 2026	Changes	
	RM'000	RM'000	RM'000	%
Non-current assets	66,034	**67,539**	1,505	2
Current assets	127,389	**148,157**	20,768	16
Total assets	193,423	**215,696**	22,273	12
Non-current liabilities	13,974	**15,036**	1,062	8
Current liabilities	29,902	**40,455**	10,553	35
Total liabilities	43,876	**55,491**	11,615	26
Net assets	149,547	**160,205**	10,658	7
Current ratio (times)	4.3	**3.7**		

Assets





As at end of FYE 2026, the Group's non-current assets increased by RM1.5 million, reflecting its continued commitment to strategic investments in capacity expansion and innovation.

The Group invested RM6.5 million in purchasing of new property, plant, and equipment ("PPE") and right-of-use ("ROU") assets, including some substantial amount in acquiring modern tools and machines, while on the R&D side, the Group capitalised on RM1.8 million on design and development expenditure.

These increases were partially offset by depreciation charges of RM4.6 million, amortisation of R&D costs amounting to RM1.7 million, and intangible asset written off due to cancellation of projects under development of RM0.5 million.

Meanwhile, current assets increased by RM20.8 million as at the end of FYE 2026, primarily driven by changes in key working capital components. The most significant movement was the higher holding of inventories of RM10.4 million, which is necessary to ensure timely order fulfilment, minimise the risk of supply chain disruptions and maintain production continuity, particularly in light of longer lead times amid the geopolitical tension and increased customer demand.

Management Discussion & Analysis (Cont'd)

Meanwhile, trade receivables increased by RM0.5 million due to higher sales order recorded towards the end of the financial year. Other receivables, deposits and prepayments also increased by RM1.7 million, mainly due to higher deposits paid for purchase of inventories, new equipment and also for R&D investments.

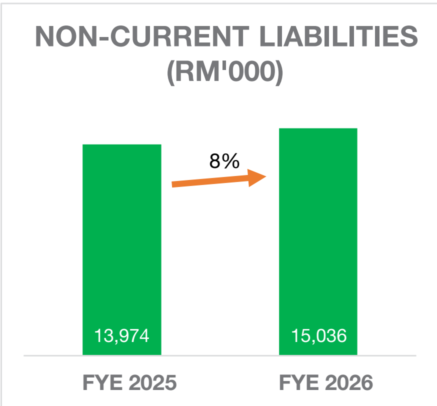
New addition for the current FYE 2026 is that there is RM0.2 million of derivative financial asset as a result of mark-to-market hedging exercise and another RM0.2 million of contract asset as a result of contract work-in-progress for design and development works carried out by the Group for ongoing projects.

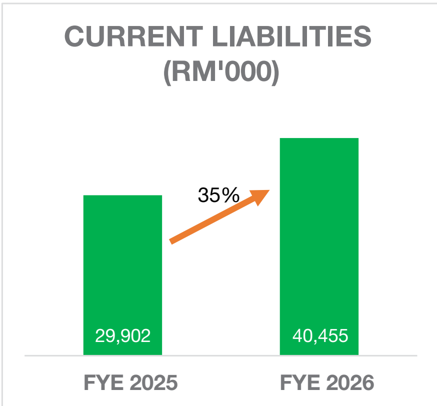
Cash and bank balances also rose by RM8.0 million, reflecting prudent and efficient capital management during the year. This strengthened liquidity position provides the Group with greater financial flexibility to support ongoing operations and future growth initiatives.

These increases are marginally offset by the reduction in the tax recoverable as the end of the financial year by RM0.2 million.

Overall, the Group's asset base remains robust, supported by targeted capital investments that are closely aligned with operational scalability, ongoing research and development initiatives, and evolving market requirements.

Liabilities





As at the end of FYE 2026, the Group's non-current liabilities recorded an increase of RM1.1 million, mainly arising from higher term loan borrowings by RM1.9 million. This increase was offset against the settlement of employee benefits obligation of RM0.8 million.

The current liabilities meanwhile increased by RM10.6 million as at the end of FYE 2026. This is mainly due to increase in trade payables by RM7.2 million, primarily due to higher purchases, which is align with higher inventories and timing differences in supplier payments near the financial year-end. Other payables increased by RM4.4 million primarily due to higher accruals for administrative and operating expenses. Borrowings and lease liabilities also recorded a slight increase of RM0.3 million at the back of the higher term loan withdrawn by the Group and the Group's tax liability also increased slightly by RM0.2 million.

These increased in current liability was offset by the reduction of contract liability for contract work-in-progress of RM1.4 million due to settled payment to suppliers for work performed, and RM0.1 million for settlement of employee benefits obligation at BSSB.

The Group continues to uphold a sound gearing position while managing its liabilities with a strong emphasis on financial discipline and long-term sustainability. This approach ensures sufficient liquidity to meet both operational needs and capital commitments, while preserving financial flexibility.

Management Discussion & Analysis (Cont'd)

4.2 Cash flow analysis

	FYE 2025	FYE 2026	Changes	
	RM'000	RM'000	RM'000	%
Net cash from operating activities	38,750	**36,075**	(2,675)	(7)
Net cash used in investing activities	(9,556)	**(6,846)**	2,710	28
Net cash used in financing activities	(20,579)	**(21,237)**	(658)	(3)
Net increase in cash and cash equivalents	8,615	**7,992**	(623)	(7)
Cash and cash equivalents at beginning of the financial year	50,765	**59,380**	8,615	17
Cash and cash equivalents at the end of the financial year	59,380	**67,372**	7,992	13

Net cash from operating activities

For the FYE 2026, the Group recorded a net cash inflow from operating activities of RM36.1 million, primarily driven by stable operating profit and favourable working capital movements. Operating profit before changes in working capital amounted to RM44.6 million, underpinned by healthy revenue and disciplined cost control.

The net cash inflow was supported by the following working capital changes:

i. An increase in trade and other payables of RM12.0 million, driven by higher procurement activities near the financial year-end and supplier payment timing differences;

Offsetting these inflows were:

i. An increase in inventories of RM9.1 million, due to risk management and anticipated increase in customer demand after year-end;
ii. An increase in trade and other receivables of RM2.0 million, mainly due to higher deposits paid for purchase of new equipment and for future R&D investments;
iii. Settlement of employee retirement benefits of RM0.9 million during the year;
iv. Settlement of cost of contract work in progress amounting to RM1.7 million; and
v. Net income tax payments totalling RM6.8 million.

Net cash used in investing activities

The Group recorded a net cash outflow from investing activities of RM6.8 million, largely attributed to the following:

i. RM6.5 million investment in the purchase of PPE and ROU assets in acquiring modern tools and machines for the Group;
ii. R&D expenditure of RM1.8 million for continued development activities of the Group; and

The outflows were offset by:

i. Interest received from deposit placement with financial institution of RM1.2 million;
ii. Proceeds from disposal of property, plant and equipment amounting to RM0.2 million; and
iii. Proceeds from issuance of share capital of a subsidiary acquired by a non-controlling interest of RM0.1 million.

These investments underscore Betamek's commitment to technological advancement and operational excellence through continuous modernization of production tools and machinery.

Net cash used in financing activities

For FYE 2026, the Group recorded a net cash outflow from financing activities of RM21.2 million. The outflow consisted of:

i. Dividend amounting to RM24.8 million were paid to shareholders during the financial year; and
ii. Repayments of principal of lease liabilities totalling RM0.1 million.

The outflows were offset by:

i. Proceeds from the exercise of Employee Share Option Scheme ("ESOS") of RM1.6 million; and
ii. Net withdrawal of term loans of RM2.1 million.

4.3 Liquidity & Capital Resources

The Group's operations have continued to be funded through internally generated funds, supplier credit terms, and external financing facilities, alongside capital raised from shareholders via the newly implemented ESOS. These resources have supported the Group's expansion activities, working capital needs, and ongoing capital investments.

As at 31 March 2026, the Board remains confident that the Group's liquidity and capital position are sufficient to meet its anticipated operational needs and strategic commitments over the next 12 months. This assessment is underpinned by the following key considerations:

i. Cash and bank balances of RM67.4 million as at the end of the financial year;
ii. A healthy current ratio of 3.7 times, indicating ample short-term liquidity;
iii. Predictable cash flow visibility, supported by committed forecast orders from key customers such as Perodua, which typically provide order forecasts up to six months in advance. These forecasts are historically reliable and are supported by ongoing outstanding sales orders;
iv. Unutilised banking facilities amounting to RM81.1 million, out of a total approved credit line of RM93.0 million (excluding lease liabilities); and
v. A strong net asset position of RM160.2 million, and a low gearing ratio of 0.07 times, demonstrating prudent capital management and a resilient balance sheet.

The Group continues to closely monitor its liquidity position on an ongoing basis and remains proactive in managing its funding structure. Where necessary, it will recalibrate its financing strategies to preserve financial flexibility, optimise capital efficiency and ensure sufficient capacity to support both operational requirements and strategic initiatives. This disciplined approach positions the Group to respond effectively to evolving market conditions while remaining well-prepared to capture future growth opportunities.

5.0 Operation Outlook

5.1 Business expansion

As the automotive industry continues to evolve in response to electrification and digitalisation trends, Betamek remains strategically positioned to scale its operations and broaden its market reach. Malaysia's automotive market achieved a record TIV of 820,752 units in 2025. While the MAA projects TIV to moderate to 800,000 units in 2026, the Group views this normalisation as a healthy consolidation following consecutive record years. Market demand is expected to remain resilient, firmly anchored by national marques, affordable fuel-efficient vehicles, and expanding xEV adoption.

Management Discussion & Analysis (Cont'd)

At the same time, the policy backdrop continues to support the development of electrified vehicles and the wider automotive electronics ecosystem, albeit with a more selective incentive structure from 2026 onwards. Based on official investment guidance, imported completely built-up EVs were accorded full import and excise duty exemption until the end of December 2025, while locally assembled/completely knocked-down EVs are exempted from excise and sales tax until the end of December 2027. Malaysia's longer-term policy direction also targets EVs to constitute 20% of annual new car sales by 2030, 50% by 2040 and 80% by 2050. These developments reinforce the relevance of Betamek's capabilities in infotainment, telematics, connectivity modules and electronic control systems as OEMs increase localisation and technology content across future vehicle platforms.

To support its long-term growth strategy, Betamek is conducting targeted market research to identify regional markets with favourable policy environments, growing demand for advanced automotive electronics and opportunities for localised supply chain participation. Beyond Malaysia, the Group intends to strengthen its ASEAN footprint by leveraging its track record in infotainment, telematics and electronics manufacturing, while using BSSB's network and export experience to widen access to new customers.

Internally, the Group continues to realign its workforce, R&D resources and operational structure to support this transformation. Organisational agility, improved employee experience, stronger technical capabilities and a commitment to innovation remain central to ensuring that Betamek can respond quickly to changing OEM requirements and scale effectively as new opportunities emerge.

With a clear focus on diversification, value creation and forward integration, Betamek's strategic expansion plan is geared towards building a future-ready organisation that can remain relevant amid the ongoing evolution of the automotive landscape, both locally and regionally.

6.0 Challenges and Risks

While Betamek continues to pursue its growth trajectory, the Group recognizes that it operates within an industry subject to various operational, financial, and market-driven risk factors.

6.1 Operational risks

a. **Dependence on OEM production schedules**
Betamek's utilization rates and manufacturing output are mainly tied to the assembly schedules and volume shifts of major Malaysian automotive OEMs.

b. **Supply chain disruptions and component availability**
Shortages of semiconductors, logistics bottlenecks, and unpredictable component lead times pose constant risks to production efficiency and delivery timelines.

c. **Rising production costs**
Escalating labor rates, utility expenses, and raw material price fluctuations compress operating margins when cost pass-through options are limited.

6.2 Financial risks

a. Foreign currency exposure
Material procurement is heavily denominated in USD and CNY, exposing the Group to margin compression during unfavorable exchange rate fluctuations.

b. Customer credit risk
Financial stress or payment delays from primary OEMs and Tier-1 customers directly affect Betamek's liquidity and cash flow stability.

c. Working capital intensity
Maintaining substantial buffer inventories to support volatile OEM schedules can strain immediate cash reserves if inventory cycles slow down.

6.3 Business and market risks

a. Concentration risk
The Group remains heavily reliant on Perodua, and any adverse developments with its major customer may impact revenue stability.

b. Automotive industry cyclicality
Component demand mirrors macroeconomic trends and consumer sentiment; economic downturns directly translate to reduced vehicle sales and lower order volumes.

c. Technological disruption and EV transition
The structural shift toward EVs, advanced driver-assistance systems, and smart mobility requires rapid innovation to avoid component obsolescence.

d. Competitive pressure
Aggressive pricing and technical advancements from regional and local EMS competitors limit the Group's flexibility in margin expansion.

7.0 Business Mitigation

To manage the risks outlined above and strengthen the resilience of its operations, Betamek is undertaking a range of proactive mitigation strategies:

a) **Close OEM engagement:** The Group is maintaining strong, ongoing collaboration with OEMs to gain early visibility into production changes, model redesigns, or volume adjustments, allowing better planning.
b) **Strategic inventory management:** The Group maintains safety stock or buffer inventory for key components, especially long lead-time or scarce items like semiconductors, to cushion short-term disruptions.
c) **Cost optimisation initiatives:** The Group undertakes continuous review of procurement, production processes, and overheads to identify savings. Some of the initiatives include bulk purchasing, waste reduction, and energy efficiency measures.
d) **Foreign exchange risk management:** The Group actively monitors currency movements and employs hedging instruments such as forward contracts to mitigate exposure to USD-denominated raw material purchases. In parallel, although such adjustment to mutual agreement and time lag. This dual approach helps preserve gross margin and manage volatility in operating costs.
e) **Active receivables management:** The Group maintains disciplined collection processes, including regular follow-ups and escalation procedures for overdue accounts.

Management Discussion & Analysis (Cont'd)

f) **Customer diversification:** The Group is currently expanding its customer base beyond Perodua, including into regional or non-automotive clients, to reduce reliance on any single production pipeline.

g) **Potential end-market and geographic diversification:** The Group is looking into potential expansion into non-automotive sectors, for example the medical instruments sector to reduce reliance on vehicle sales cycles. In addition, the Group is also currently engaged with few prospects to serve a broader mix of OEMs across different regions to offset downturns in any single market.

h) **Strategic partnerships and collaborations:** The Group constantly working with OEMs, technology firms, or research institutions to gain access to new technologies and accelerate development cycles.

i) **Quality and reliability focus:** Despite the competitive pressure in the industry, the Group uphold strong quality standards and certifications to build a reputation as a dependable supplier, reducing the likelihood of substitution.

By implementing these measures, Betamek seeks to enhance its competitive position, adapt effectively to the evolving automotive landscape, and deliver sustainable long-term value for both shareholders and stakeholders.

8.0 Future plans and strategies

As part of its commitment to long-term value creation, Betamek has identified several strategic priorities to guide the Group's next phase of growth. These initiatives reflect the Group's proactive approach to innovation, market expansion, operational advancement, human capital development and sustainability.

8.1 R&D for new product development

Betamek continues to strengthen its innovation capabilities through focused investment in R&D. During FYE 2026, the Group fully utilised the remaining IPO proceeds previously allocated for R&D, marking the completion of this funding stream under its listing utilisation plan. R&D activities remain focused on advanced vehicle visual systems, sensor-based technologies, telematics, connectivity modules and IoT-enabled connected mobility applications, in line with customer requirements and the growing electronics content within modern vehicles.

8.2 Expansion of R&D facilities

Betamek's R&D Centre, launched on 3 March 2025, continued to support the Group's design, testing and product development activities during FYE 2026. The centre enhances Betamek's capacity to develop and validate new automotive electronics solutions, while serving as a platform for collaboration with universities, research institutions, technology partners and OEM customers. This supports the Group's ability to attract and retain technical talent and accelerate the commercialisation of new product concepts.

8.3 Market expansion into ASEAN

The Group is exploring opportunities to expand its customer base beyond Malaysia, particularly within ASEAN through BSSB's established network and export experience. As part of its regional diversification strategy, Betamek aims to extend its electronics solutions into automotive and adjacent mobility applications, including the two-wheeler segment where electrification and connectivity adoption are gaining traction. This expansion is intended to reduce customer concentration risk and unlock new revenue streams in selected high-potential markets.

8.4 Employee development initiatives

Recognising that human capital is a key enabler of sustainable growth, Betamek will continue to invest in internal and external training programmes to upskill its workforce. These initiatives are intended to strengthen technical competency, employee engagement, productivity and leadership readiness, while building a more agile organisation that can adapt to future technology and market requirements.

Management Discussion & Analysis (Cont'd)

8.5 Automation and IR 4.0 investments

As part of its Fourth Industrial Revolution ("IR 4.0") journey, Betamek will continue upgrading its manufacturing facilities through automation, IoT, real-time data systems and selected AI-enabled tools. Following the deployment of manufacturing monitoring systems such as OEE, the Group intends to deepen the use of data analytics to improve factory efficiency, traceability, downtime management and output consistency.

8.6 Advanced technology adoption

In parallel, Betamek is placing greater emphasis on the adoption of advanced technologies such as artificial intelligence, machine learning, robotics, smart sensors and connected electronic architectures. These technologies will play a vital role in improving product quality, shortening development cycles, strengthening process control and supporting the Group's move into higher-value automotive electronics solutions.

8.7 Sustainability initiatives

Environmental responsibility remains a core focus area for the Group. Betamek is pursuing sustainability initiatives aimed at improving energy efficiency, reducing waste generation, minimising electronic waste and encouraging more responsible material utilisation across its value chain. These efforts are aligned with growing stakeholder expectations and Malaysia's broader green transition goals.

8.8 Diversification into new sectors

Leveraging its core expertise in electronics, embedded systems and contract manufacturing, Betamek is exploring diversification opportunities in adjacent sectors such as healthcare, biomedical devices, industrial instruments and selected consumer electronics applications. With rising demand for smart medical devices, diagnostic instruments, wearable health technologies and precision electronics, the Group sees potential to apply its design, manufacturing and quality assurance capabilities to new growth verticals over the medium term.

9.0 Dividends

For the FYE 2026, the Board of Directors had declared interim single-tier dividends totalling 4.75 sen per ordinary share, amounting to approximately RM21.5 million, based on the enlarged share base of approximately 454.58 million shares. These interim dividends were funded through internally generated cash flows and did not materially affect the Group's operational plans or strategic investments.

In recognition of the Group's strong financial performance and commitment to shareholder returns, the Board is pleased to propose a final single-tier dividend of 1.25 sen per ordinary share, subject to shareholders' approval. Upon approval, this will bring the total dividend payout for FYE 2026 to 6.00 sen per ordinary share, representing a total distribution of approximately RM27.3 million, equivalent to approximately 82.3% of the Group's PAT.

This payout reflects Betamek's confidence in its future prospects, balanced by prudent capital management to ensure long-term sustainability while rewarding shareholders for their continued support. The Group's dividend approach remains supported by its cash and bank balances of RM67.4 million, healthy current ratio of 3.7 times and low gearing position as at 31 March 2026.

10.0 Material Litigation

The Group is not involved in any significant litigation, claim or arbitration, either as the plaintiff or defendant, that could have a material and negative impact on our financial or business position. On top of that, there are no ongoing or possible legal processes that could potentially have a major negative impact on our financial status. There are no contingent commitments that we have accumulated that, if enforced, would have a major impact on either our financial status or the financial situation of our subsidiary.

SUSTAINABILITY STATEMENT

1. SUSTAINABILITY STATEMENT OVERVIEW

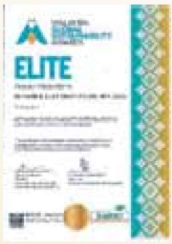
This Sustainability Statement outlines Betamek Berhad's and its subsidiaries ("Betamek" or "the Group") approach and progress in managing material environmental, social and governance ("ESG") risks and opportunities. It reflects our commitment to achieve our sustainability aspiration to become a global leader in sustainable electronic device manufacturing, while aligning with ESG goals.

Reporting Framework	
Reporting Scope & Boundary	This report covers our entire operations, including subsidiaries that we directly control which includes: • Betamek Electronics (M) Sdn Bhd, Selangor, Malaysia ("BESB"); • Betamek Research Sdn Bhd, Selangor, Malaysia ("BRSB"), for which all data disclosed in this report is consolidated under BESB; and • Betamek Sanshin (M) Sdn Bhd, Kedah, Malaysia ("BSSB").
Reporting Period	This report comprises of our ESG effort spanning from 1 April 2025 until 31 March 2026 ("FYE2026").
Reporting Guidelines and Principles	This report is prepared according to the following frameworks: • Bursa Malaysia Sustainability Reporting Guide ("SRG"); • United Nations Sustainable Development Goals ("UNSDGs"); and • FTSE4Good Bursa Malaysia ("F4GBM") Index.
Statement of Assurance	To ensure accurate and reliable sustainability data, Betamek's Sustainability Statement content has undergone the following verification process: • Prepared and reviewed by Sustainability Team; • Reviewed and revised by Top Management; • Selected sustainability information has been independently assured on a limited assurance basis, covering Scope 1 (direct greenhouse gas emissions), Scope 2 (energy indirect greenhouse gas emissions), and occupational health and safety training provided to workers. The Independent Limited Assurance Statement from Galaxy Tech Solutions (KL) Sdn Bhd is included from page 70 to page 72; • Approved by the Board of Directors ("Board").
Feedback	We welcome feedback on our sustainability reporting and performance, as it helps us improve continuously. Please direct any comments or enquiries to our Sustainability Team at enquiry@betamek.com.my

2. SUSTAINABILITY JOURNEY AND ACHIEVEMENT

AWARDS AND RECOGNITION

Elite Award
by Malaysia Global Sustainability Awards



Achieved
Excellence Delivery Vendor Award
from Perodua

OUR SUSTAINABILITY PERFORMANCE

FTSE Russell

The Group recorded a **3 Star ESG Rating** by FTSE Russell in FYE2025

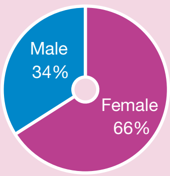
Employee Satisfaction Score in FYE2026: **76%**

Zero case of non-compliance towards anti-bribery & corruption

Zero case of occupational accidents

Landfill directed waste reduced by **56%** in comparison to FYE2025

Scope 1 and Scope 2 Emissions reduced by **19%** in comparison to FYE2025



Woman representation contributes to: **66%**

Zero complaints on data privacy & security from our customer

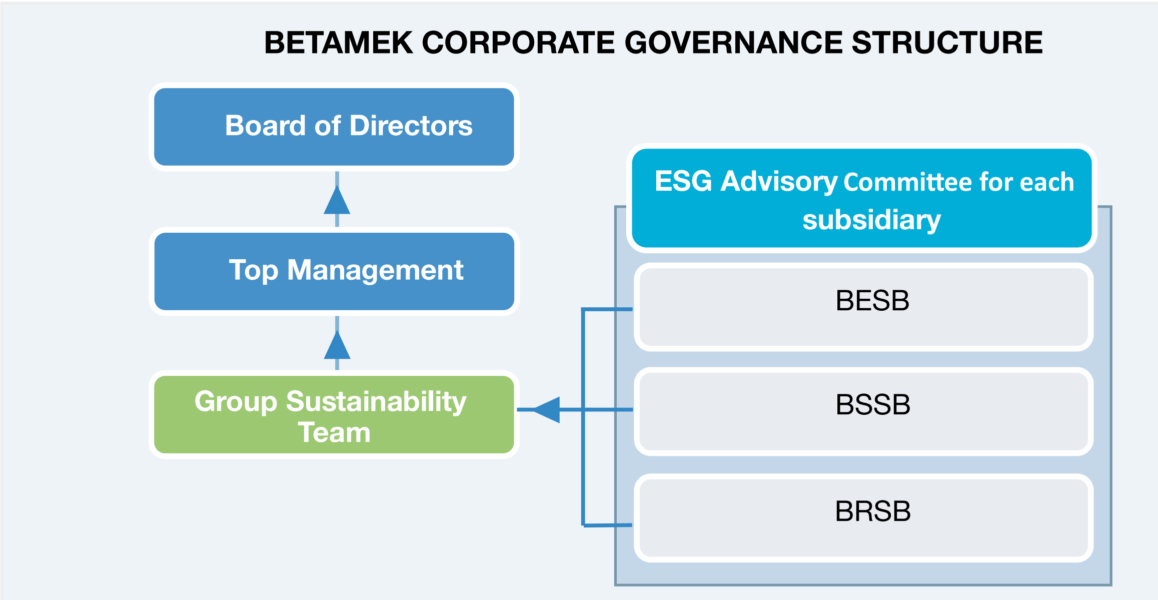
Training of **30 hours** on average per employee

Sustainability Statement (Cont'd)

3. CORPORATE GOVERNANCE STRUCTURE

To embed sustainability throughout the organization, the Board holds ultimate accountability for Betamek's sustainability strategy, ensuring it aligns with ESG priorities. Top Management, comprising the Group Chief Operating Officer ("COO"), Chief Financial Officer ("CFO") and Chief Technology Officer ("CTO") is responsible for executing key focus areas and translating strategic directives into actionable plans.

Supporting them, is the ESG Advisory Committee from each subsidiary. This committee is made up of department heads and process owners to ensures compliance and provides operational guidance, while the Group Sustainability Team consolidates data, conducts analysis, and advises on impact assessment and reporting. This governance framework ensures sustainability is integrated across all levels of the organization.



4. SUSTAINABILITY FRAMEWORK

At Betamek, our sustainability approach is guided by three core pillars: Preserving Nature: Our Shared Responsibility (Environment), Our People: Our Greatest Asset (Social), and Sustainable Business with Ethical Leadership (Governance), which are embedded into all aspects of our business operations.

Sustainability Framework

To become a global leader in sustainable electronics, aligned with ESG goals

PILLAR 1	PILLAR 2	PILLAR 3
Preserving Nature, Our Shared Responsibility	**Our People, Our Greatest Asset**	**Sustainable Business with Ethical Leadership**
We are committed to reduce our environmental footprint through reducing our carbon emissions, proper waste management and water stewardship to safeguard the environment for future generations.	Betamek prioritizes the safety, health, and wellbeing of our employees. Through our community engagement, we aim to create positive social impact both within and beyond our organization.	Betamek upholds strong governance, ethical business practices, maintain good supply chain responsibility, and high-quality standards. This is to ensure a long-term business resilience and stakeholder trust.
Carbon Emissions & Energy Efficiency	Employee Safety & Wellbeing	Supply Chain Responsibility
Waste Management & Recycling	Community Development	Quality & Assurance
Water & Effluent		Good Governance Practices

Anchored by our Sustainability Framework, we translate our commitments into measurable actions aligned with the UNSDGs. The following table details the key sustainability matters under each pillar, together with our management approach and performance results.

Sustainability Statement (Cont'd)

	Sustainability Matters	Targets	Current Progress	UNSDG
PILLAR 1	**Carbon Emissions and Energy Efficiency**	Reduce Scope 1 and Scope 2 emissions by 10% by FYE2030, based on FYE2026 levels.	○○○ FYE2026 is our first year setting a baseline, so progress will be tracked from this year onwards. Emissions were 19% lower than FYE2025, however, this is not considered the baseline due to the inclusion of new subsidiaries.	
	Waste Management and Recycling	To ensure landfill directed waste are below 53% from the total waste generated	○○● Achieved. Only 18% of the total waste are landfill directed waste.	
	Water and Effluent	Ensure water intensity remains below 0.020 m³ per piece of product compared to FYE2026 levels	○○○ FYE2026 is our first year setting a baseline, so progress will be tracked from this year onwards.	
PILLAR 2	**Employee Safety and Wellbeing**	Zero fatality annually	○○● Achieved. Zero fatality cases in FYE2026.	
	Community Development	Each employee achieves the targeted training hours (24 hours for BESB, and 16 hours for BSSB)	○●○ Only 60% of employees achieve the targeted training hours.	
		Increase percentage of beneficiaries by a 10% a year	○○● Achieved. Total beneficiaries increased by 14%.	
PILLAR 3	**Quality Assurance**	Ensure customer reject is below 0.0020%	○○● Achieved. Total customer reject for FYE2026 is 0.0013%.	
	Supply Chain Management	All suppliers achieved a Grade A rating	○●○ For FYE2026, all suppliers achieved a 100% Grade A rating on a monthly basis, except in April, October, and November, where the achievement rate was 99%.	
	Good Governance Practices	100% of employees undergo Anti-Corruption and Whistleblowing Training	○○● Achieved. 100% of employee across subsidiaries were trained.	

Legend: Progress tracking

○○● Achieved
○●○ Falling short on meeting target for 1 year, review current practices
●○○ Falling short on meeting target for more than 2 years, review and revise targets
○○○ Initial phase of target settings

5. STAKEHOLDER ENGAGEMENT

Betamek recognizes the significant impact our stakeholders have on our business and long-term success. Maintaining strong relationships, understanding their needs, and effectively managing their concerns are essential to supporting sustainable business practices.

The table below summarises our key stakeholders, engagement channels, and their sustainability concerns. Through these engagements, no significant concerns or issues related to our operations were raised.

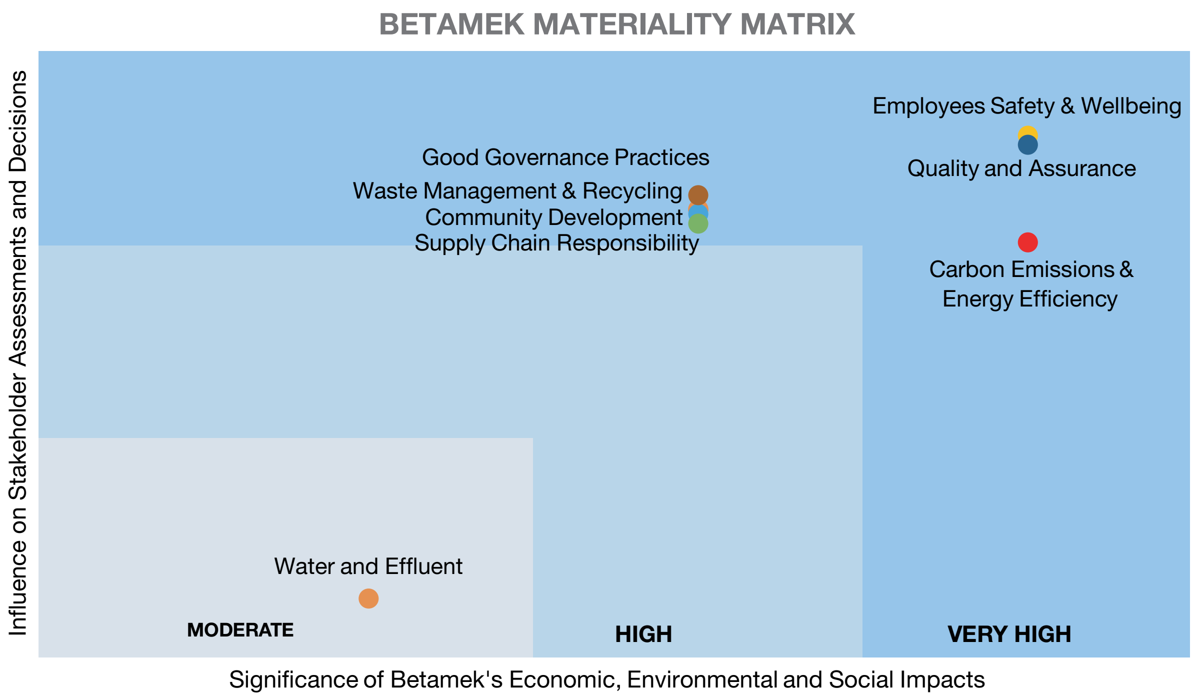
Stakeholder	Focus Area	Platform	Engagement Frequency
Employee	• Performance management • Career development • Human rights • Health and safety	• Market segmentation and profit maximization strategies • Production "Morning briefing" • Multimedia development for enhanced vehicle features • Employee performance and training • Medical and finance document	• Daily • Weekly • Monthly
Customers	• Corporate growth & business strategy • Monitor project advancement • Knowledge sharing	• Monthly survey engagements and submissions • Implementing effective solutions for future automotive infotainment systems • Monitor project advancement • Business strategy review and optimisation • Quality and service of product business	• Weekly • Monthly
Suppliers or Vendor	• Quality requirements • Strategic expansion • Supplier relations • Innovation & product development	• Strategic expansion and supplier relations • Knowledge transfer, quality assurance and continuous improvement • Logistics optimisation, payment efficiency and enterprise resource planning ("ERP") integration • Hardware, Personal Protective Equipment ("PPE")	• Daily • Weekly • Monthly • Yearly
Regulators & Governance	• Regulatory compliance • Labor rights • Financial management • Knowledge sharing • Corporate growth & business strategy	• Exploring opportunities for government support in facilitating cross-border business expansion • Regulatory compliance and governance oversight • Financial management and transactional optimisation • Advancing smart microcontroller technology	• Yearly

Sustainability Statement (Cont'd)

Stakeholder	Focus Area	Platform	Engagement Frequency
Board	• Corporate growth & business strategy • Financial management	• Identifying and cultivating future business prospects for sustainable growth • Implementing effective compensation management strategies to ensure fair remuneration and employee retention • Director resolutions	• Weekly • Monthly • As required
Local Community	• Community engagement	• Community engagement session and social responsibility	• As required
Media	• Corporate growth & business strategy	• Job boards • Job advertisement	• As required
Investor or Shareholder	• Corporate growth & business strategy • Financial performance	• Exploring business expansion and networking opportunities at industry exhibitions • International Automotive Task Force ("IATF") Certification • Annual General Meeting ("AGM")	• As required • Annually
NGO	• Knowledge sharing	• Community engagement sessions	• As required
Industry Association	• Corporate growth & business strategy • CSR initiatives • Regulatory & compliance	• Exploring business expansion and networking at exhibitions • Implementing internship programs for undergraduate development engagement channel • Cultivating donations to support community engagement • Trainings and issues related to government department	• As required
Contractor	• Regulatory compliance • Product quality and assurance management • Financial management	• Logistics and facility maintenance • Financial transactions and customer complaints • Production optimization and equipment maintenance • Employee attendance • General waste collection • Repair and maintenance	• Daily • Weekly • Monthly

6. MATERIALITY MATRIX

In FYE2025, the Group conducted a formal materiality assessment to identify key ESG matters relevant to our business and stakeholders. The process involved identifying potential sustainability topics based on regulatory requirements, industry benchmarks and internal risk considerations, followed by engagement with key stakeholder groups to assess the significance of these topics in terms of business impact and stakeholder concern. The identified issues were then evaluated and prioritized through a materiality matrix, enabling the Group to determine its material sustainability matters for reporting and strategic focus. The outcomes of this assessment continue to guide our sustainability disclosures and initiatives for FYE2026, ensuring alignment with stakeholder expectations and recognized best practices.



7. PRESERVING NATURE OUR SHARED RESPONSIBILITIES

Betamek adopts a structured Environmental Management System ("EMS") in line with International Organization for Standardization ("ISO") 14001:2015, ensuring a systemic approach to managing environmental responsibilities. This certification enables the Group to systematically identify environmental aspects and risks, establish control measures, monitor performances and drive ongoing improvements. 100% of Betamek's facilities are accredited with this certification.

Oversight of environmental matters resides with the Board, supported by Top Management, the Health, Safety and Environment ("HSE") Committee, and the Sustainability Team in implementing environmental initiatives and monitoring performance. Environmental performance and compliance are reviewed on a quarterly basis to ensure adherence to applicable regulatory requirements and internal policies.

Betamek's Environmental Policy forms the foundation of its EMS and reflects commitment to:

- Compliance with legislation and all other applicable compliance obligations;
- Protect the environment and strive to prevent pollution of water, land, and air;
- Reduce environmental aspects and impacts of our operations for the life cycle;
- Regularly review its operational controls to continually improve its environmental performance; and
- Protect and create awareness amongst company personnel control, applicable environment legislation and impress upon team to constantly strive for optimum utilization of resources by minimizing waste.

Sustainability Statement (Cont'd)


ENVIRONMENTAL POLICY
POLISI ALAM SEKITAR

Betamek Environmental Policy and ISO Certification for all our subsidiaries

In addition, Betamek complies with all applicable environmental laws, regulations and guidelines governing our operations. Regular monitoring, internal audits and management reviews are conducted to ensure adherence to regulatory requirements and to strengthen environmental governance across the organization.

Environmental guidelines governing Betamek operations

In line with Betamek's materiality assessment, the Group has identified several key environmental matters that are critical to its long-term sustainability and operational resilience. These include carbon emissions & energy efficiency, waste management & recycling and water & effluent. Each of these areas is managed through targeted strategies and performance monitoring to ensure continuous improvement.

7.1 CARBON EMISSIONS & ENERGY EFFICIENCY

The Group recognizes the importance of managing carbon emissions and improving energy efficiency as part of its commitment to responsible environmental stewardship. We actively monitor greenhouse gas ("GHG") emissions across its operations to understand its environmental impact and identify opportunities to improve energy efficiency. The Group quantifies its GHG emissions in accordance with internationally recognized methodologies under the GHG Protocol, covering:

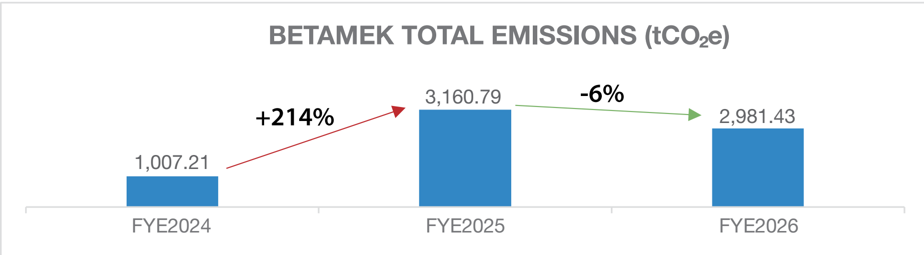
- Scope 1: Direct emissions from sources owned or controlled by the Group;
- Scope 2: Indirect emissions from purchased electricity; and
- Scope 3: Other indirect emissions arising from business activities, covering Business Travels and Employee Commuting.

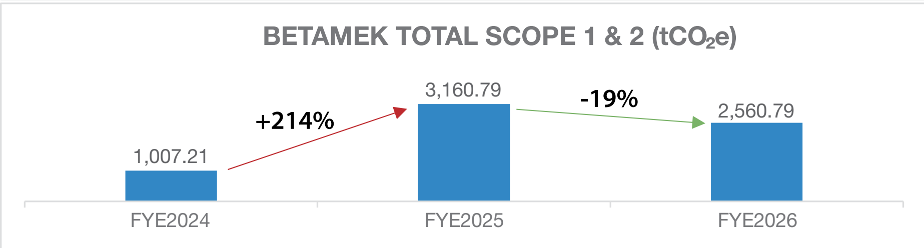
Building on the Group's commitment as disclosed in the previous reporting period, we have successfully expanded its GHG emissions inventory to include selected Scope 3 emissions categories, namely Category 6 (Business Travel) and Category 7 (Employee Commuting). The inclusion of these categories enables the Group to develop a more comprehensive understanding of its overall carbon footprint across its operations.

Sustainability Statement (Cont'd)

The Group's total GHG emissions increased significantly from 1,007.21 tCO_2e in FYE2024 to 3,160.79 tCO_2e in FYE2025, primarily driven by operational activities and improved emissions data coverage across subsidiaries. In FYE2026, the Group recorded a reduction of 6% in total emissions to 2,981.43 tCO_2e, reflecting initial progress from emission management initiatives and improved operational efficiencies.

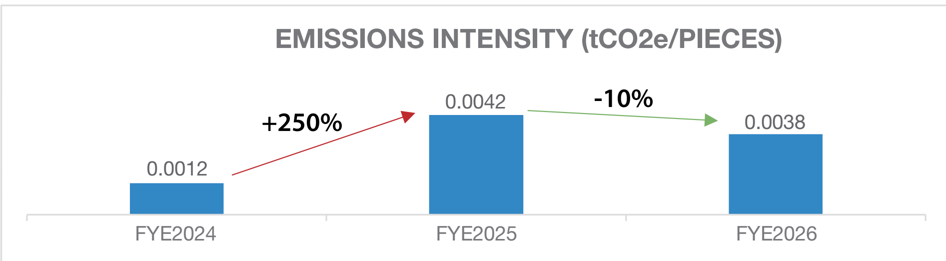
A more notable improvement was observed in Scope 1 and Scope 2 emissions, which decreased by 19% from 3,160.79 tCO_2e in FYE2025 to 2,560.79 tCO_2e in FYE2026. This reduction demonstrates the effectiveness of targeted measures implemented during the year, including usage of solar energy, energy optimisation, better resource management, and enhanced monitoring of direct and indirect emissions.





	FYE2024	FYE2025	FYE2026
SCOPE 1	1.78	19.80	20.00
SCOPE 2	1,005.43	3,140.99	2,540.79
SCOPE 3 (CATEGORY 6 & 7)	-	-	420.64
TOTAL	1,007.21	3,160.79	2,981.43

The Group also monitors its emissions intensity to evaluate environmental performance relative to production output. Tracking emissions intensity enables the Group to measure improvements in operational efficiency while maintaining production growth.



Sustainability Statement (Cont'd)

	FYE2024	FYE2025	FYE2026
Emissions Intensity	0.0012	0.0042	0.0038

With the establishment of Scope 1, Scope 2 and selected Scope 3 emissions data, FYE2026 now serves as the baseline year for Betamek greenhouse gas emissions monitoring. This baseline provides the foundation for the Group to track emissions performance over time, identify priority areas for reduction, and strengthen internal carbon management practices.

Building on this foundation, the Group is progressively enhancing its approach to carbon management through the implementation of appropriate decarbonisation measures, in alignment with national aspirations towards a net zero future.

Energy consumption remains a key contributor to the Group operational carbon footprint, particularly within its manufacturing facilities where electricity is required for production processes, equipment operation, and facility management. As such, the Group continues to identify opportunities to improve energy efficiency and optimise electricity usage across its subsidiaries. During the reporting period, several initiatives were implemented to support emissions reduction within operations, including:

Category	Initiatives	Description
Emissions Reduction	Solar Panel Installation	Deployment of solar photovoltaic systems at BESB facilities to reduce reliance on grid electricity and lower Scope 2 emissions.
	Leasing of Remanufactured Laptops	Adoption of remanufactured laptops to reduce embodied carbon emissions associated with new device production.
	Employee Carpool Programme	Encouraging carpooling among employees to reduce fuel consumption and lower Scope 3 emissions from commuting.
Energy Efficiency	Smart Energy Sensors	Installation of motion and energy sensors in BESB restrooms to optimize electricity usage by reducing unnecessary lighting and equipment operation.
	Phased Automation of Machinery and Processes	Implementation of automation technologies in a phased approach to optimise production efficiency, reduce manual intervention, and minimize energy consumption across manufacturing processes.
	Electricity Consumption Monitoring	Implementation of monitoring systems to track and analyse energy usage patterns across facilities for better decision-making.
	Preventive Maintenance Programme	Regular maintenance of machinery to ensure optimal performance, reduce energy losses, and extend equipment lifespan.
	Energy Management Practices	Strengthening operational controls, including responsible energy usage and improved production planning to minimise wastage.

Through these measures, the Group was able to achieve 451.80 tCO_2e of emissions avoided in FYE2026, demonstrating the positive impact of energy efficiency efforts across its operations. Moving forward, the Group will continue to explore additional opportunities to enhance energy efficiency, including the adoption of more energy-efficient technologies, further optimisation of manufacturing processes, and strengthening internal monitoring of energy consumption.

7.2 WASTE MANAGEMENT & RECYCLING

In FYE2026, the Group monitored waste generated across its operating entities, focusing on two main categories: landfill diverted waste and landfill directed waste. Landfill diverted waste includes materials that are reused, recycled or recovered, while landfill directed waste refers to waste disposed directly to landfill. Below is the category of wastes generated in Betamek:

Category	Type of waste	Details
Landfill directed waste	Municipal solid waste	Refers to solid waste generated from Betamek's offices, canteens and landscaping activities. Examples include food waste, food packaging, paper and landscape debris.
Landfill diverted waste	Recyclable waste	Refers to recyclable waste generated from Betamek's operations, including plastics, cardboard, paper, wooden pallet, foam and carton.
	Scheduled waste	Refers to scheduled waste generated from Betamek's operations, including SW104, SW110, SW322, SW409, SW410 and SW429. These wastes undergo recovery processes by selected vendors to minimize environmental impact.

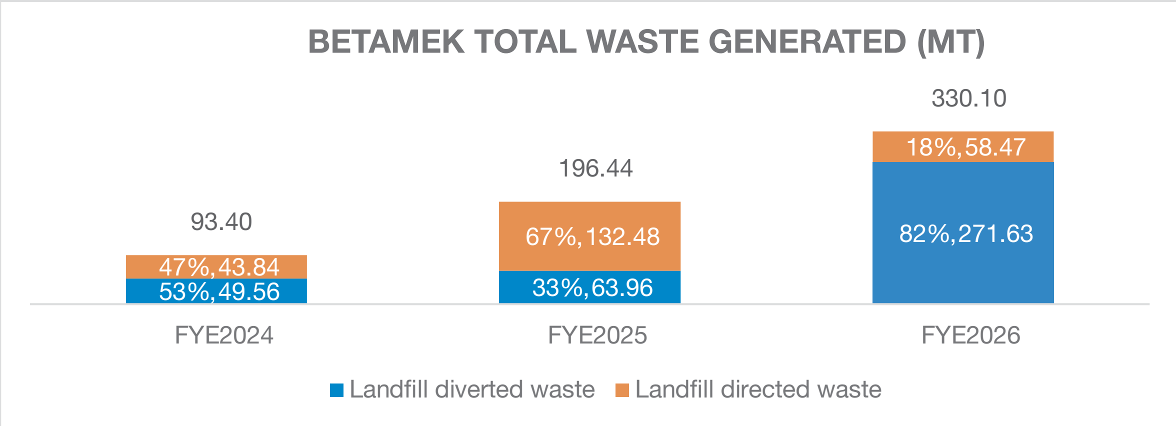
Waste management across the Group is overseen by the Environmental Officer, supported by designated personnel at each facility to ensure proper waste segregation, handling, and disposal in accordance with internal guidelines and regulatory requirements. All scheduled waste generated is managed in compliance with applicable environmental regulations, including the use of licensed contractors for collection, treatment, and disposal, as well as proper documentation and monitoring to ensure traceability and minimise environmental impact.

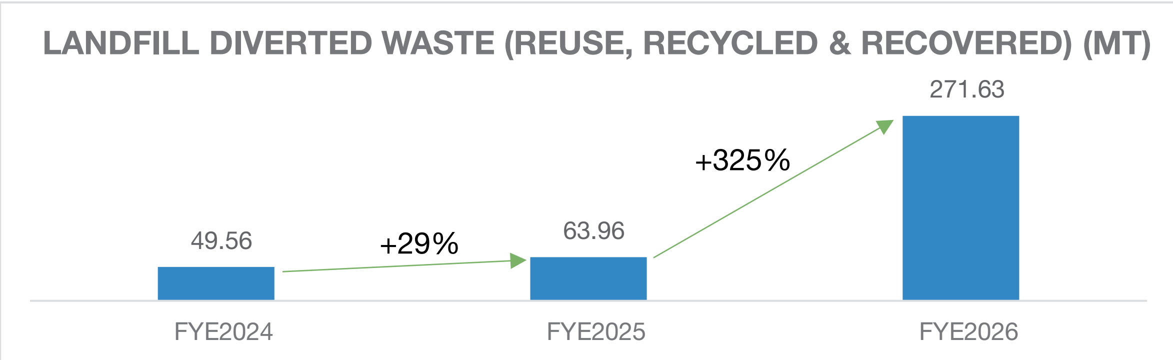
Total waste generated by the Group increased from 93.40 MT in FYE2024 to 196.44 MT in FYE2025, and further to 330.10 MT in FYE2026, mainly due to increased operational activities. Despite the rise in total waste, the Group improved its waste diversion and achieve significant improvement, achieving 82% landfill diversion and reducing landfill-directed waste to only 18%, reflecting enhanced waste segregation and recycling practices across operations.

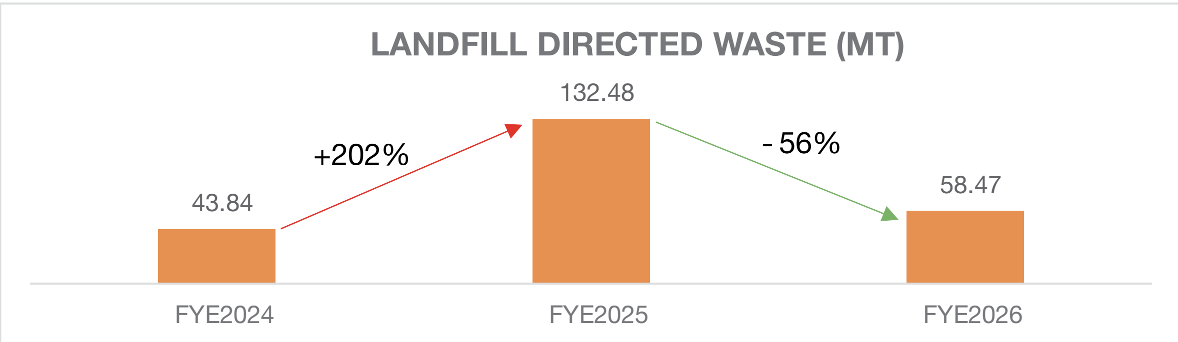
Type of waste	Unit	FYE2024	FYE2025	FYE2026
Landfill diverted waste	MT	49.56	63.96	271.63
Landfill directed waste	MT	43.84	132.48	58.47
TOTAL	MT	93.40	196.44	330.10

Sustainability Statement
(Cont'd)

7.2 WASTE MANAGEMENT & RECYCLING (CONT'D)







The Group achieved a substantial improvement in waste management efficiency in FYE2026 through enhanced waste segregation and recycling practices. These initiatives directly and indirectly support the Group's target to reduce landfill-directed waste and contribute to broader environmental goals, including improved resource efficiency, waste reduction, and environmental stewardship. The key initiatives and their respective objectives and impacts are summarised in the table below:

Initiative	Objective	Impact
Employee Training & Awareness	Improve employee knowledge on waste segregation categories in Betamek	Higher landfill diversion rate
Enhanced Waste Segregation Categories	Improve recovery of recyclable waste	Increased recycling rate
No Plastic Campaign	Reduce single-use plastic consumption	Lower plastic waste generation
Recycling of Old Company Uniforms	Minimize textile waste	Higher landfill diversion rate
Recycling Drive Program for all employees	Encourage employee participation in recycling initiatives	Increased employee awareness and recycling participation


Betamek Waste Management Activities (No Plastic Campaign in BESB on the left and Recycling Drive in BSSB on the right)

These efforts have contributed to the increase in recyclable materials recovered and reduced the proportion of waste disposed at landfill. Moving forward, the Group aims to further strengthen its waste management practices by enhancing waste segregation processes and identifying opportunities to increase recycling rates across its operations. The Group also aims to maintain a high landfill diversion rate of at least 47% and explore opportunities to monitor waste intensity relative to production output to improve operational efficiency.

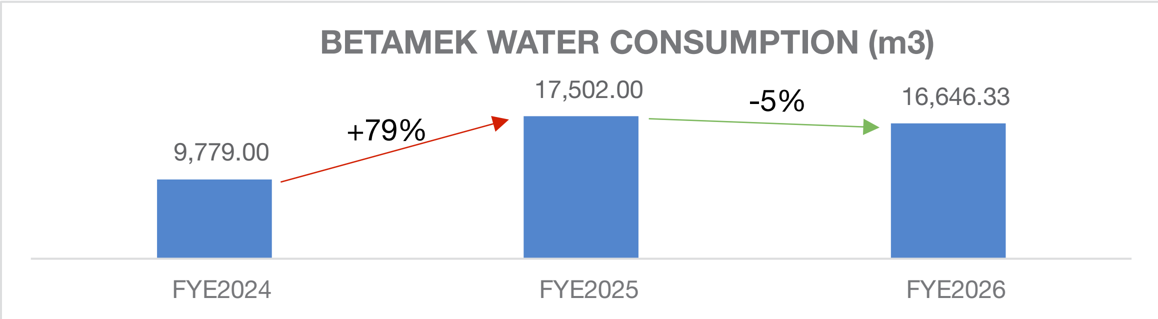
7.3 WATER & EFFLUENT

The Group recognizes the importance of responsible water management in supporting operational efficiency and environmental sustainability. Water consumed by the Group is primarily used for general operational activities, including facility maintenance and employee welfare across its operating entities. The Group sources its treated water supply from municipal providers, primarily Air Selangor & Syarikat Air Darul Aman, and does not extract water directly from natural water bodies such as rivers, lakes or groundwater.

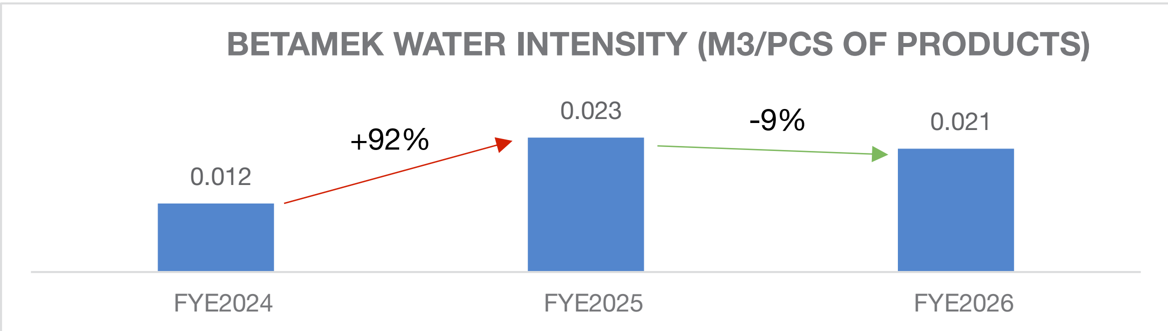
To further improve water efficiency, the Group has implemented a rainwater harvesting system at BESB since November 2025. Harvested rainwater is used for toilet flushing, reducing reliance on treated municipal water supply and supporting the Group's efforts to conserve water resources.

Sustainability Statement (Cont'd)

Total water consumption increased from 9,779 m³ in FYE2024 to 17,502 m³ in FYE2025, mainly due to the inclusion of water consumption from BSSB operations. Correspondingly, water intensity rose from 0.012 m³/pcs in FYE2024 to 0.023 m³/pcs in FYE2025, reflecting the higher overall water usage during the year. In FYE2026, total water consumption decreased to 16,656.33 m³, reflecting improved monitoring and more efficient water usage practices across the Group. This improvement is also reflected in the reduction of water intensity to 0.021 m³/pcs, indicating better efficiency in water usage per unit of product produced compared to the previous year.



Entity	Unit	FYE2024	FYE2025	FYE2026
BESB	M3	9,779	8,650	10,671
BSSB	M3	-	8,852	5,975
TOTAL	M3	9,779	17,502	16,646



The Group continues to promote responsible water management through operational monitoring and internal awareness initiatives. Key efforts include:

- Monitoring water consumption across operational facilities;
- Encouraging responsible water usage among employees;
- Implementing rainwater harvesting systems for non-potable uses; and
- Identifying opportunities to improve water efficiency within operational processes.

Moving forward, the Group will continue to monitor water consumption trends and strengthen water efficiency initiatives across its operations. In addition, the Group will continue to promote employee awareness on responsible water use and explore further opportunities to enhance water conservation practices where feasible.

8. OUR EMPLOYEE OUR GREATEST ASSET

At Betamek, we recognize that our employees are fundamental to our long-term success. We are committed to fostering a safe, inclusive, and supportive workplace, underpinned by strong governance frameworks, structured management systems, and responsible employment practices. Our approach focuses on safeguarding employee health and safety, promoting wellbeing, supporting professional development, and creating positive social impact within the communities we operate in. Our approach is supported by a suite of policies and guiding mechanisms that govern how we manage and care for our people, including:

Policy & Guiding Mechanisms	Description
Health and Safety Policy	Ensuring a safe and healthy workplace for all employees and contractors, with systematic risk management, training, and monitoring.
Gender & Diversity Policy	Promoting an inclusive workplace that values diversity and equal opportunities.
Remuneration Policy	Providing fair and equitable compensation, benefits, and incentives that recognise performance and contribution.
Code of Ethics & Standard of Conduct	Guiding professional conduct and integrity across all levels of the organisation.
Personal Data Protection Act ("PDPA") Compliance	Ensuring employees' personal data is securely managed in accordance with legal requirements.
Employee Handbook	Consolidating company policies, procedures, and compliance requirements, including adherence to Malaysian employment laws, labour regulations, and internal standards, providing clear guidance to employees on their rights and responsibilities.

8.1 EMPLOYEE SAFETY & WELLBEING

8.1.1 Employee Safety & Health

Betamek adopts a structured Occupational Safety and Health Management System ("OSHMS") in line with ISO 45001:2018, ensuring a systematic approach to managing workplace safety and health responsibilities. This certification enables the Group to systematically identify hazards, assess risks, implement control measures, monitor performance, and drive continuous improvement. All Betamek's operational sites are accredited with ISO 45001:2018.

During FYE2026, the Group achieved zero fatalities and zero Lost Time Injury Rate ("LTIR"), maintaining its strong safety track record. This performance is supported by proactive risk management practices, regular workplace inspections, and continuous safety training. Moving forward, Betamek is committed to maintain a strong safety performance through continuous improvement and proactive risk management. The Group has established the following key safety target to maintain LTIR below 1.5 per million man-hours worked.

Indicators	Unit	FYE2024	FYE2025	FYE2026
Number of work-related fatalities	Number	0	0	0
LTIR	Rate	0	0	0

Sustainability Statement (Cont'd)

Oversight of Occupational Safety and Health ("OSH") matters resides with the Board, supported by Top Management, and the Health, Safety and Environment ("HSE") Committee in implementing safety initiatives and monitoring performance. Safety performance and compliance are reviewed on a quarterly basis to ensure adherence to applicable legal and regulatory requirements as well as internal policies. Betamek's OSH Policy form the foundation of its OSHMS and reflects its commitment to:

- Continuously improving safety and health management system and ensuring it remains relevant and available to all stakeholders;
- Preventing injuries, accidents and occupational illnesses;
- Meeting legal and other requirements;
- Providing a safe workplace for all employees, customers, contractors, suppliers and visitors by eliminating hazards and reducing OSH risks; and
- Implement OSH practices in all company activities.

Betamek OSH Policy and ISO 45001 Certification for all our subsidiaries

Training and safety awareness programs plays an important role in strengthening safety awareness and competency among employees. During FYE2026, Betamek conducted various safety-related training programmes covering hazard identification, emergency response, health awareness and responsible workplace practices. Training data is reported based on total training participations, where each attendance at a training session is counted. The reported figures therefore represent the total volume of training participation.

Sustainability Statement (Cont'd)

Types of training for safety awareness and competence	Training Frequency	Total training participations
Safety Induction for new employees (Safety Awareness)	61	102
Basic Occupational First Aid CPR & AED Training	2	29
Comprehension Hazard Identification	2	16
PERKESO Activ@Work & Scope 3 Emissions	1	14
PERKESO Health Talk (Stress Management)	1	37
Community Safety Support Program (Safe Riding)	2	21
Waste Management Handling	2	42
Seminar on Unlocking Compliance & Boosting productivity with the Control of Smoking Products for Public Health Act 2024	1	1
Seminar on Scheduled Waste management and Electronic Scheduled Waste Information System (e-SWIS)	1	1
"*Seminar Organisasi Keselamatan Kebakaran*"	1	2
Understanding Occupational Safety & Health Act ("OSHA")	1	18
Radiation Protection Officer Refresher Course	1	1
Practical Approach to OSHA 1994: Tools for OSH Practitioners in Accident	1	1
Hearing Conservation Training	1	29
"*Panduan OSHA: Hak dan tanggungjawab pekerja*"	1	219
Chemical Handling Training	1	36



Safety Training & Awareness Program conducted in FYE2026

In addition, Betamek has established a structured reporting process that allows employees to raise safety concerns digitally through a Quick Response ("QR") code reporting channel or during HSE meetings. This mechanism encourages early reporting of incidents, near misses and unsafe conditions, enabling prompt preventive action. Regular workplace inspections are conducted to support early risk detection and hazard mitigation. The HSE Committee, comprising representatives from both management and employees, meets quarterly to review inspection findings, follow up on safety matters, and recommend corrective measures. Employees are protected from retaliation when reporting safety concerns, reinforcing a culture of transparency and shared responsibility for workplace safety.

High-risk or non-routine tasks are managed through a documented Permit to Work ("PTW") system. Contractors are required to outline the scope of work, associated hazards and risk control measures for approval by the HSE Department prior to commencing work. Activities are monitored throughout the execution period to ensure compliance with safety requirements and to maintain a safe working environment.

Betamek remains committed to strengthening its safety culture and sustaining strong safety performance through continuous improvement, proactive risk management and ongoing employee engagement.

Sustainability Statement (Cont'd)

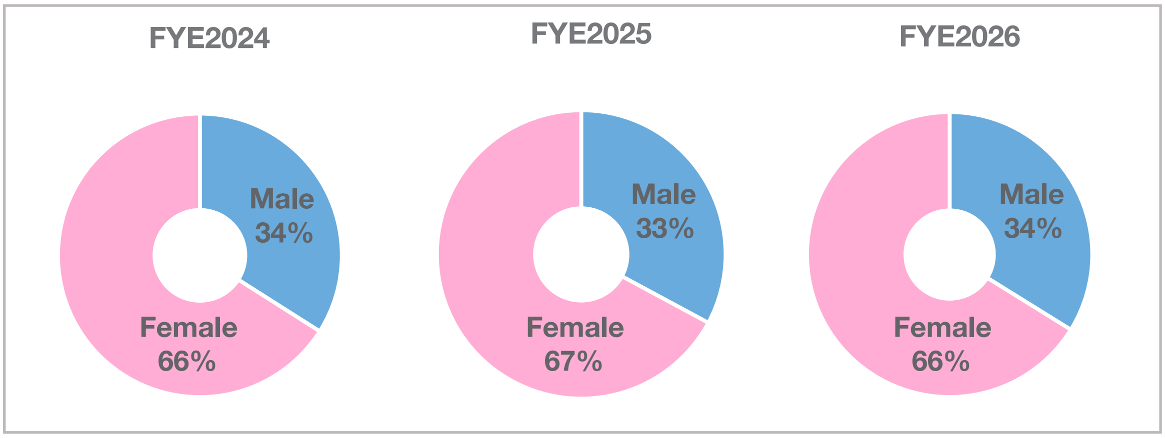
8.1.2 Employee Wellbeing

Betamek is committed to fostering a fair, inclusive, and supportive workplace where employees are treated with dignity and provided with equal opportunities for growth. Employment practices including recruitment, training, development, performance evaluation and remuneration are based on merit and performance, without discrimination based on gender or other personal characteristics.

Employee wellbeing is monitored through regular engagement initiatives and feedback mechanisms. Based on the latest employee satisfaction survey, Betamek recorded an overall satisfaction score of 76.24%, reflecting a positive and supportive working environment. During the reporting period, there were zero reported complaints or violations related to discrimination or human rights, demonstrating the effectiveness of the Group's strong governance framework guided by key policies including:

- Gender and Diversity Policy;
- Code of Ethics and Standard of Conduct; and
- Remuneration Policy.

The effectiveness of these policies is reflected in the Group's workforce composition, which demonstrates Betamek's commitment to diversity and equal opportunity across the organization. The following chart and table below illustrate the gender distribution of employees over the past three years.



Sustainability Statement (Cont'd)

Percentage of employees by gender and age group, for each employee category		FYE2024		FYE2025		FYE2026	
a	Total Employees	384		785		656	
Employee by gender and nationality		**Count**	**%**	**Count**	**%**	**Count**	**%**
b	Male Employees	130	34%	258	33%	222	34%
c	Female Employees	254	66%	527	67%	434	66%
d	Local Employees	384	100%	773	98%	644	98%
e	Non-Local Employees	0	0%	12	2%	12	2%
Gender by employee category		**Count**	**%**	**Count**	**%**	**Count**	**%**
f	Management - Male	13	76%	31	74%	26	70%
g	Management - Female	4	24%	11	26%	11	30%
h	Executive - Male	33	60%	89	61%	69	58%
i	Executive - Female	22	40%	58	39%	51	42%
j	Non-executive - Male	84	27%	138	23%	125	25%
k	Non-executive - Female	228	73%	458	77%	374	75%
Age group by employee category		**Count**	**%**	**Count**	**%**	**Count**	**%**
l	Management - <30	0	0%	0	0%	0	0%
m	Management - 30-50	5	29%	12	29%	19	51%
n	Management - >50	12	71%	30	71%	18	49%
o	Executive - <30	20	36%	35	24%	33	23%
p	Executive - 30-50	32	58%	84	57%	68	49%
q	Executive - >50	3	6%	28	19%	39	28%
r	Non-executive - <30	178	57%	304	51%	245	51%
s	Non-executive - 30-50	116	37%	242	41%	184	38%
t	Non-executive - >50	18	6%	50	8%	50	11%

Betamek is committed to fostering a supportive and inclusive workplace that prioritises the overall wellbeing of its employees. Recognizing that a healthy workforce is essential to sustained productivity and long-term organisational success, the Group continues to implement initiatives that address both physical and mental health needs.

With women comprising approximately 66% of the workforce, Betamek has taken targeted steps to support female employees by partnering with Blood Malaysia to provide free sanitary pads, promoting dignity, comfort and workplace inclusivity. Complementing this, the Group collaborates with Pertubuhan Keselamatan Sosial ("PERKESO") to conduct regular health screening programmes for employees aged 40 and above, enabling early detection and prevention of non-communicable diseases.

In addition to preventive healthcare, Betamek actively promotes a healthy and active lifestyle through various sports and recreational activities. Employees are encouraged to participate in activities such as bowling, badminton, futsal and zumba, which not only support physical fitness but also strengthen teamwork, morale and employee engagement across the organisation.

The Group also places strong emphasis on mental wellbeing. Through health talks organised in partnership with PERKESO, employees are encouraged to build awareness and understanding of mental health, reinforcing the importance of a balanced and holistic approach to wellbeing.

Sustainability Statement (Cont'd)

Health and Wellbeing Activities conducted in FYE2026

Betamek ensures that employees are supported through fair remuneration and comprehensive benefits. During the reporting period, all employees received performance evaluations, ensuring transparency, fairness, and alignment with career development and reward decisions. Employees are also eligible to participate in the Employee Share Option Scheme ("ESOS"), which allows them to exercise Betamek shares at a preferential price. ESOS fosters a sense of ownership, motivates employees, and supports retention, aligning employee interests with the Group's long-term growth.

To strengthen engagement and workplace relationships, Betamek organizes activities and recognition programmes as listed below:

Category	Initiative / Benefit	Description
Healthcare & Insurance	MiCare Medical Coverage	Provision of outpatient medical benefits through MiCare panel clinics to support employee healthcare needs.
	Insurance Coverage	Group insurance coverage to provide financial protection against unforeseen circumstances.
Employee Engagement	Annual Dinner	Organised annually to foster employee engagement and strengthen workplace relationships.
	Festive Celebrations	Celebration of major festive occasions to promote inclusivity and cultural appreciation.
	Employee Appreciation Trips	Organised trips to recognise employee contributions and enhance team bonding.
Recognition & Rewards	Best Employee Award	Recognition of outstanding individual performance and contributions.
	Best 5S Award	Recognition of excellence in workplace organisation and housekeeping practices.
	Best Kaizen[1] Award	Recognition of continuous improvement initiatives and innovation.
Employee Welfare	Free Meals	Provision of meals to support employee wellbeing and reduce daily expenses.
	Festive Vouchers	Distribution of vouchers during festive periods to support employees' personal needs.
Workplace Facilities	Prayer Rooms	Dedicated spaces to support employees' religious practices.
	Lockers	Secure storage facilities for employees' personal belongings.
	Transportation Services	Transport arrangements to support employees' commuting needs.
	Lactation Rooms	Dedicated private spaces to support nursing mothers in the workplace.

[1] *A Japanese term that refers to a mindset or process of making small, ongoing improvement*

Sustainability Statement (Cont'd)

Employee Appreciation Initiatives in FYE2026 (BESB)

Employee Appreciation Initiatives in FYE2026 (BSSB)

Through these initiatives, Betamek demonstrates its commitment to nurturing a safe, healthy, and motivated workforce, aligned with strong corporate governance and responsible employment practices.

8.2 Community Development

Betamek recognizes that sustainable business growth is closely linked to the wellbeing and development of the communities in which we operate. The Group contributes to community development through employee training, skills development, and community outreach initiatives that create positive social impact while strengthening relationships with local communities.

8.2.1 Training and Talent Retention

Betamek is committed to supporting employee growth and development through structured training programmes designed to enhance both technical and professional competencies. Training programmes are coordinated by the Group's internal Dojo[2] training team, ensuring a consistent and structured approach to learning across the organization.

All new employees, including interns, undergo an induction programme aimed at familiarising them with Betamek's corporate culture, operational practices, and values. This supports effective onboarding and reinforces the Group's commitment to continuous learning.

[2] *Dojo: Betamek training facility for continuous employee training*

Sustainability Statement (Cont'd)

Training Component	Description	Examples of Training Programmes
Orientation	Onboarding programme designed to familiarise new employees with the Group's corporate culture, values, and operational practices.	• Leadership, basic skills, mindset, and culture training • HSE Training • ESG and Anti-Corruption Training • 5S practices • Workplace Safety Orientation • New Employee Induction • Company policies briefing
Technical Skills Training	Job-specific training aimed at enhancing employees' technical competencies and operational capabilities.	• Hazard Identification Training • Chemical Handling Training • Radiation Protection Officer Refresher Course • Scheduled Waste Management • (e-SWIS) • New software due to new reverse camera • Heacon Lens Indicator got extra marker pen marking • QA Inspection & Test Instruction / 100% Operation Life Test • Screen Display Training (FAS): Visual inspection at Outgoing Quality Control (OQC) inspection station • Strategic Teambuilding and Production Ramp Planning Workshop • Training Quality History & Monitoring Record • Fundamental JAKA ARM Robot
Soft Skills Training	Programmes focused on developing communication, leadership, teamwork, and other interpersonal skills.	• Analysing & Visualizing Data with Microsoft Power BI • Employee Engagement sessions, communication, and teamwork workshops • Effective Problem-Solving using Root Cause Analysis (RCA), Plan, Do, Check, Act (PDCA) and 8 Disciplines methodology • Comprehensive Hazard Identification, Risk Assessment and Risk Control (HIRARC) • Sales Module, Requisition Module, Purchase Module • Understanding Mastering SMART Goals to do fine effective KPI • Lean Production System (LPS) • HR Form Training: How to implement & control document • Commuting Safety Support Program 2025 • Introduction of Baseline Product Appearance Standard (BPAS): How to use for Betamek appearance judgment
Mandatory Training	Required training to ensure compliance with legal, regulatory, and safety requirements.	• Occupational Safety & Health Act (OSHA) training • Fire Safety Seminar, Hearing Conservation Training • First Aid Cardiopulmonary Resuscitation (CPR) & Automated External Defibrillator (AED)
Online Talent Learning	Continuous learning through digital platforms, enabling employees to upskill and reskill at their own pace.	• E-learning modules • Online compliance courses • Self-paced professional development programmes • Microsoft teams fundamentals • Fundamentals One Drive and Share Point

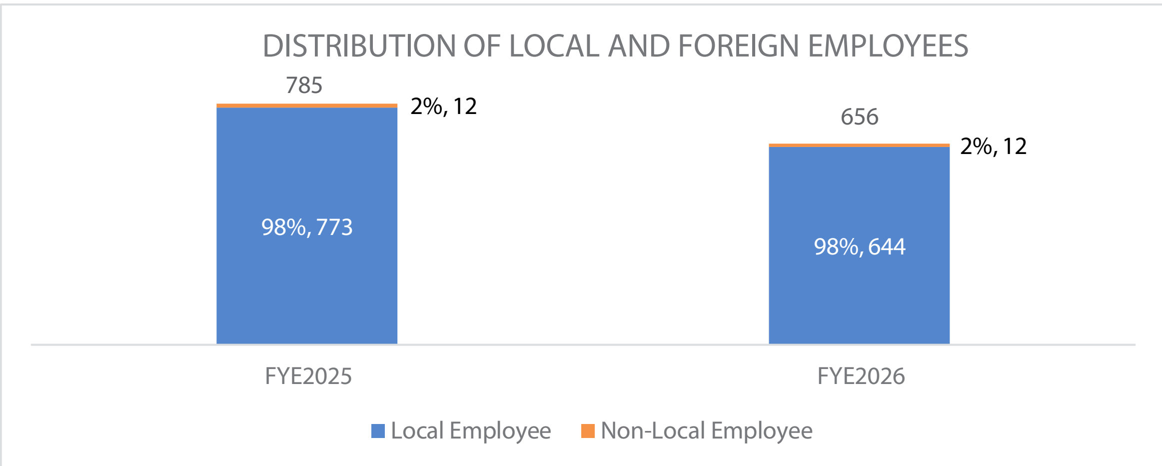
The effectiveness of training initiatives is monitored through training hours completed per employee. Training targets are established based on operational and workforce development needs to ensure relevance and effectiveness. Training is delivered through a combination of internal and external programmes to support continuous professional development across the Group. The table below presents the current progress against the established training targets for each subsidiary:

Subsidiary	Employees Level	Target (hours/person)	Progress (hours/person)
BESB	Management	24	42.33
	Executive	24	49.24
	Non-Executive	24	34.38
BSSB	Management	16	31.17
	Executive	16	13.59
	Non-Executive	16	14.96

Training sessions conducted in Betamek in FYE2026

During the financial year, most employee categories across the Group achieved or exceeded their respective training targets with an overall average of 30.95 hours of training per person, reflecting strong participation and commitment to employee development. However, training targets for executive and non-executive employees at BSSB were not fully achieved due to operational scheduling constraints. The Group will enhance training planning and scheduling to improve participation rates in the future. Moving forward, Betamek is committed to strengthening workforce capability and retention through the following targets:

- Achieve the targeted training hours/person for each subsidiary;
- Improve training participation across all employee levels to meet or exceed established targets; and
- Strengthen employee retention through targeted engagement and development initiatives.



Betamek prioritizes hiring from local communities, supporting regional economic development and strengthening community ties. Non-local employees represent approximately 2% of the workforce, reflecting the Group's strong focus on developing and retaining local talent.

Sustainability Statement (Cont'd)

Employee turnover by employee category	Unit	FYE2024	FYE2025	FYE2026
Management Level	%	0.51	1.39	1.83
Executive Level	%	3.08	1.21	6.70
Non-Executive Level	%	21.28	2.31	16.64

Employee turnover at the management level in FYE2024 at 0.51%, FYE2025 at 1.39% and FYE2026 at 1.83%. Although turnover at the management level shows a slight increase over the period, it remains at a low level (below turnover target: <2%) reflecting a generally stable leadership team supported by strong retention practices.

Employee turnover at both the executive and non-executive levels showed improvement compared to FYE2024, which recorded 3.08% and 21.28% respectively, and FYE2025, which recorded 1.21% and 2.31% respectively. This positive trend reflects the effectiveness of Betamek Berhad's initiatives to strengthen employee retention, including enhanced career development opportunities, employee well-being benefits, recognition programme, and improved governance practices.

In FYE2026, turnover increased to 6.70% at the executive level and 16.64% at the non-executive level, mainly due to the consolidation of a new subsidiary, which affected the Group's workforce composition. In response, the Group has initiated a structured talent retention programme, including focus group discussions across employee groups to better understand engagement and development needs. The insights will support targeted actions to further strengthen retention and long-term workforce stability.

8.2.2 Community Engagement

Betamek contributes to the wellbeing of local communities through structured Corporate Social Responsibility ("CSR") programmes focusing on environmental conservation and social welfare. CSR initiatives are overseen by a dedicated internal committee to ensure effective governance, coordination, and alignment with the Group's sustainability priorities. Where appropriate, Betamek collaborates with local organisations, community groups, and institutions to ensure that initiatives address genuine community needs and deliver meaningful impact.

During the financial year, Betamek organized a beach clean-up activity at Pantai Tanjung Harapan. Prior to the activity, a briefing session was conducted to guide employees on the proper collection and segregation of municipal and recyclable waste. As a result, a total of 102.54 kg of waste was collected, comprising 82.17 kg of general waste and 20.37 kg of recyclable materials. All recyclable materials were sent to a recycling centre for proper processing. This initiative contributed to improve environmental quality through the removal of coastal waste while also raising employee awareness of sustainable waste management practices and environmental stewardship.

For community outreach, a total of 23 employees from the Group's subsidiary participated in a programme at Rumah Anak Yatim Gemilang in Sik, Kedah, a home supporting 60 children. The initiative aimed to enhance the living environment and foster meaningful engagement with the children. Activities included repainting selected areas of the home, carrying out minor repair works, installing table coverings, organising colouring sessions, and sharing meals together. In addition, the Group contributed approximately RM2,600 to support the home's operational needs. This initiative not only improved the living conditions of the children but also strengthened the Group's relationship with the local community while fostering a spirit of volunteerism among employees.

Betamek CSR activities in FYE2026

Betamek's community investment has demonstrated strong and sustained growth over the reporting period, underscoring the Group's commitment to delivering measurable social impact. Total investment amounted to RM50,604/- over three years, increasing significantly from RM995/- in FYE2024 to RM26,223/- in FYE2025 and remaining robust at RM23,386/- in FYE2026.

This increased investment translated into a broader community reach, with total beneficiaries rising from 30 in FYE2024 to 70 in FYE2025 and further to 80 in FYE2026. The upward trend reflects the effectiveness and scalability of the Group's community programmes in addressing stakeholder needs.

Employee participation in volunteering activities increased significantly, with the number of volunteers rising from 5 in FYE2024 to 31 in FYE2025 and 67 in FYE2026. The FYE2026 target to increase volunteer participation by 15 employees compared to FYE2025 was successfully achieved and exceeded expectation. Building on this momentum, the Group targets a further increase of 10 volunteers in FYE2027.

Indicator	Unit	FYE2024	FYE2025	FYE2026
Total amount invested in the community	RM	995	26,223	23,386
Total number of beneficiaries of investment in community	Number	30	70	80
Total number of volunteers	Number	5	31	67

9. Sustainable Business with Ethical Leadership

Strong governance and ethical leadership are fundamental to Betamek's long-term sustainability and responsible business conduct. The Group is committed to upholding high standards of integrity, transparency and accountability across all operations, ensuring that business decisions are guided by sound governance principles and ethical values. The Board provides oversight of governance practices, risk management and sustainability matters to ensure that the Group operates responsibly and in the best interests of its stakeholders.

To support a culture of integrity, Betamek has implemented key governance policies to promote ethical behaviour, transparency and effective management of conflicts of interest.

Sustainability Statement (Cont'd)

Policy & Guiding Mechanisms	Description
Directors Fit and Proper Policy	Establishes criteria to ensure directors possess the necessary integrity, competence, experience and commitment to effectively perform their roles and responsibilities.
Whistleblowing Policy	Provides a secure and confidential channel for employees and stakeholders to report suspected misconduct, unethical behaviour or violations of laws and company policies.
Anti-Bribery and Corruption Policy	Outlines the Group's zero-tolerance stance towards bribery and corruption and provides guidance on gifts, hospitality and dealings with third parties.
Related Party Transaction Policy	Establishes procedures for identifying, reviewing and disclosing related party transactions to ensure transparency and fairness.
International Automotive Task Force ("IATF") 16949	International automotive quality management system that ensures consistent product quality and strengthens supplier quality management processes.
Quality Policy	To comply with the requirements of quality management system and continually improve its effectiveness and efficiency of process variation to achieve best quality and total customer satisfaction.
ISO 14001:2015	Provides a structured framework for managing environmental impacts, improving environmental performance and ensuring regulatory compliance.
ISO 45001:2018	Establishes a framework to manage occupational health and safety risks and promote a safe and healthy workplace.

The Group also recognizes the importance of responsible business practices across its value chain. Through quality assurance processes, internal controls and engagement with suppliers, Betamek strives to uphold high standards of governance, product quality and responsible supply chain practices.

9.1 Quality Assurance

Quality is a cornerstone of our sustainability approach and operational excellence. We are committed to consistently delivering products and services that meet customer expectations, regulatory requirements, and industry standards. Our quality management system is firmly anchored in internationally recognized frameworks, including IATF 16949, which guide our processes across the entire value chain, from product design and development until manufacturing of our products.

Betamek manufactures and supplies a wide range of automotive electronics and components, including vehicle audio and video systems, air-conditioning control panels, USB chargers, switches, reverse cameras, and other electronic accessories primarily for the automotive industry. Designed and manufactured in accordance with stringent customer specifications and industry standards, our products are built to ensure reliability, safety, and performance.

Sustainability Statement (Cont'd)

The infographic below highlights Betamek's growth journey and product evolution, showcasing how we have expanded from supplying essential automotive electronic components to developing advanced digital and smart mobility solutions that support the evolving automotive industry.

HOW WE STARTED

Tier 1 for Perodua-Supply essential electronics components (e.g.: USB chargers, power sockets, mirror switches, switch clusters, & climate control panel & radio cassette)

HOW WE EXPANDED

Growing through technology advancement (from analog to digital) and continuosly improve customer experience.

HOW WE STAY RELEVANT

In-house R&D, strategic global partnerships-pioneering efforts in Malaysia's first EV model–Perodua QV-E

These certifications reflect our dedication to maintaining robust quality controls, risk-based thinking, and a culture of continuous improvement. Our systems are subject to regular internal reviews and external audits to ensure ongoing compliance and alignment with evolving industry best practices, particularly within the automotive sector. Our Quality Policy underpins all quality related initiatives and sets the direction for our organization. It emphasises our commitment to:

- Comply with the requirements of quality management system and continually improve its effectiveness and efficiency of process variation to achieve best quality and total customer satisfaction.

Betamek Quality Policy and IATF 16949:2016 Certification for all our subsidiaries

Sustainability Statement (Cont'd)

In FYE2026, Betamek maintained strong quality performance, achieving a total customer reject rate of 0.0013%, which remained below the target threshold of 0.0020%. To sustain this performance and support continuous improvement, Betamek continued implementing several initiatives focused on strengthening process monitoring, inspection accuracy, and accountability across production operations.

The Group enhanced its Layered Process Audit ("LPA") programme, with weekly audits conducted to verify compliance with standard operating procedures, safety requirements, and daily process controls, while monthly audits assessed overall process effectiveness and the implementation status of corrective actions.

In addition, Betamek continued improving inspection reliability by transitioning from manual visual inspection to program-assisted inspection systems, reducing the risk of human error and improving defect detection consistency. The Group also strengthened digital traceability within the quality control process by replacing manual inspector sign-offs with digital scanning and recording systems to enhance tracking of inspection results and accountability. These initiatives are expected to support early risk detection, reinforce process discipline, and strengthen ownership across operational levels, contributing to Betamek's ongoing efforts to maintain product quality and customer confidence.

Betamek's Action Plan for 2026 to ensure good quality

Our commitment to quality and customer satisfaction is consistently recognized through numerous awards and commendations received from our key customers and industry bodies. These accolades reflect our ability to meet stringent quality requirements, deliver reliable products, sustainable practices and maintain strong, long-term partnerships, particularly within the automotive sector. Below is the list of awards presented to our business:

- Excellence Delivery Vendor Award - 2026
- Elite Award by Malaysia Global Sustainability Awards – 2025
- FTSE Russell ESG Rating 2025 (3-Star Rating) – 2025
- Model Company of Shared Prosperity Organisation (SSPOA) – 2024
- Supplier Competitiveness Level by MARii (Level 5) – 2024
- Outstanding SME Winner (Golden Bull) – 2024
- MSOSH Award – Golden Awards – 2024
- MSOSH Award – Silver Awards – 2023
- OSH Practitioner Awards – Great Performance– 2023
- Best Overall QCD Supplier (Perodua) – 2023
- Special Appreciation Award (Perodua) – 2023
- Special Appreciation Award (Perodua) – 2022
- Best Overall QCD Supplier (Perodua) – 2019
- Excellent Cost Competitiveness (Perodua) – 2018
- Special Award of Vendor Export to D.M.C Group – 2018
- Excellent Delivery Vendor (Perodua) – 2017
- Excellent Delivery Vendor (Perodua) – 2015
- Special Recognition Award (Perodua) – 2013
- PSSB Excellent Performance for Service (Perodua) – 2011
- Excellent Performance for Service (Perodua) – 2011
- Excellent Performance Vendor – Non-SMI (Perodua) – 2010
- Excellent Delivery Vendor (Perodua) – 2009
- Special Appreciation for PSSB Delivery (Perodua) – 2008
- Top 10 Outstanding SME Award (Golden Bull) – 2008
- Outstanding SME Winner (Golden Bull) – 2007
- Excellent Performance Vendor – Non-SMI (Perodua) – 2007
- Rank A: Vendor Environmental Awareness (Perodua) – 2007
- Excellent Performance Vendor – Non-SMI (Perodua) – 2006
- Excellent Performance Vendor – Non-SMI (Perodua) – 2005
- Most Improved Vendor (Perodua) – 2004
- Best Delivery Vendor (Perodua) – 2002
- Top Three Best Overall Vendor (Perodua) – 2001
- Best Overall Vendor (Perodua) – 1999

9.2 Supply Chain Management

Betamek adopts a structured and risk-based approach to supply chain management to ensure the reliability, quality, and integrity of its procurement processes. The Group's supplier management practices are guided by its Quality Management System (IATF 16949), supported by internal governance frameworks including anti-corruption principles, ensuring alignment with regulatory requirements and ethical business conduct.

All suppliers undergo a formal evaluation process prior to onboarding and are subject to continuous performance monitoring. Supplier assessments are conducted based on key criteria, including quality, delivery performance, service or response to enquiry, environmental considerations, and occupational safety and health practices. During the reporting period, all suppliers were assessed, reflecting the Group's commitment to maintaining a consistently high-performing and responsible supply base. Based on current assessments, supplier performance remained consistently high, with all suppliers achieving Grade A ratings throughout most of FYE2026, with slight deviations to 99% in April, October, and November.

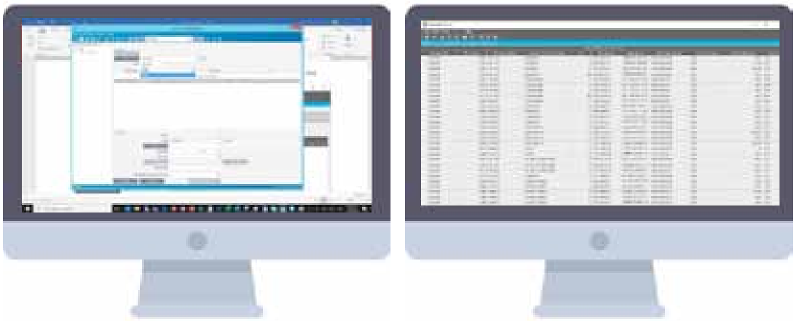
Sustainability Statement (Cont'd)

To ensure ongoing compliance and quality standards, Betamek conducts supplier audits in accordance with IATF requirements. These audits focus on quality management systems and are carried out on both an annual and ad hoc basis, covering three suppliers per year. No major non-compliance cases were recorded during the reporting period, indicating strong supplier adherence to established requirements.

The Group also prioritizes supply chain resilience through prudent procurement practices. A multi-sourcing approach is adopted, whereby a minimum of three quotations is obtained for procurement activities. This approach enables the Group to mitigate potential supply disruptions by maintaining alternative sourcing options. In addition, 53% of suppliers are locally based, supporting domestic economic contribution while enhancing supply chain stability and responsiveness.

Category	FYE2024	FYE2025	FYE2026
Local Suppliers (%)	53%	54%	53%
Non-Local Suppliers (%)	47%	46%	47%

In line with its digitalisation journey, Betamek leverages its ERP system, Epicor, to enhance supply chain visibility, traceability, and data management. This supports effective monitoring of supplier performance and material flows, contributing to improved operational efficiency and decision-making.



Betamek Epicor System

Moving forward, the Group aims to further strengthen its supply chain management practices by formalising supplier-related policies, including the development of a Supplier Code of Conduct, and enhancing supplier engagement initiatives to drive continuous improvement across ESG aspects.

9.3 Good Governance Practices

Betamek is committed to maintaining high standards of corporate governance, integrity, transparency, and ethical conduct across its operations. The Board provides strategic leadership and oversight, ensuring that corporate governance principles are embedded in the Group practices, decision-making and risk management frameworks to support long-term sustainable value creation for stakeholders.

The Board, together with senior management, governs sustainability by integrating ESG factors into strategic planning, risk assessment, and operational decisions. ESG performance is reviewed by the Board every quarter, ensuring continuous oversight of material sustainability issues.

Betamek has established robust governance policies, including the Anti-Bribery and Corruption Policy, Whistleblowing Policy, Code of Conduct, and other internal guidelines that uphold ethical conduct, compliance, and accountability. During the reporting period, **all employees across subsidiaries completed training on anti-corruption and whistleblowing procedures**. In addition, all of operations underwent corruption risk assessments in both FYE2025 and FYE2026. There was no whistleblowing cases reported, demonstrating strong adherence to ethical standards.

	FYE2025	FYE2026
Percentage of operations that underwent corruption risk assessments	100%	100%

Sustainability Statement (Cont'd)


Anti-Corruption and Whistleblowing Procedures training was conducted in both physical and online formats

ESG considerations are deeply embedded in the Group's annual performance evaluation system for all staff. Employees' contributions toward sustainability goals, including environmental initiatives, social responsibility, and governance adherence, are formally assessed and linked to performance ratings and career development opportunities. This approach reinforces accountability for ESG outcomes and signals the Group's commitment to integrating sustainability into day-to-day operations.

Betamek also actively engages stakeholders through seminars, expos, industry events and ESG sharing sessions, fostering continuous dialogue with investors, regulators, customers and business partners. These platforms provide opportunities to exchange insights on sustainability practices, emerging risks and evolving regulatory expectations. Through these engagements, the Group enhances its understanding of industry best practices and stakeholder expectations, enabling more informed decision-making and reinforcing its commitment to transparency, accountability and long-term value creation.



Events and Exhibitions in FYE2026


ESG Sharing Sessions and Production Visits in FYE2026

Looking ahead, the Group will continue to enhance its governance framework by refining policies, strengthening ESG oversight mechanisms, and promoting ethical leadership throughout the organisation to support responsible growth and long-term stakeholder value.

Sustainability Statement (Cont'd)

BURSA MALAYSIA PRESCRIBED TABLE

BETAMEK BERHAD
BMLR Transition Period

Date & Time: 2026-07-0711:54:46
Ace Market | Group 3 | FYE 31/03/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Carbon Emissions & Energy Efficiency	Scope 1 Emissions	tCO2e	19.80	20.00	Reduce Scope 1 and Scope 2 emissions by 10% by FYE2030, based on FYE2026 levels	External (Limited)	FYE2026 is established as the baseline year, representing the first full year of complete data following the inclusion of all subsidiaries.
Carbon Emissions & Energy Efficiency	Scope 2 Emissions	tCO2e	3,140.99	2,540.79	Reduce Scope 1 and Scope 2 emissions by 10% by FYE2030, based on FYE2026 levels	External (Limited)	Same baseline and target applies as above.
Carbon Emissions & Energy Efficiency	Scope 3 Emissions (Category 6 and 7)	tCO2e	No Data	420.64	—	Internal	Scope 3 emissions were newly measured in FYE2026.
Waste Management & Recycling	Landfill diverted waste	MT	63.96	271.62	—	Internal	
Waste Management & Recycling	Landfill directed waste	MT	132.48	58.47	To ensure landfill directed waste is <53% from the total waste	Internal	KPI is managed under the Group's ISO 14001 environmental management system and subject to external certification audits conducted by SIRIM QAS International.
Water & Effluent	Water Consumption	m3	17,502	16,646	—	Internal	
Water & Effluent	Water Intensity	m3/pcs	0.023	0.021	Reduce water intensity <0.020	Internal	FYE2026 is our first year setting a baseline, so progress will be tracked from this year onwards.
Employee Safety and Wellbeing	Number of work-related fatalities	Number	0	0	Zero fatality case	Internal	KPI is governed under ISO 45001 occupational health and safety management system and subject to external certification audits conducted by SIRIM QAS International.

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Page 1 of 2

Sustainability Statement (Cont'd)

BETAMEK BERHAD

BMLR Transition Period

Date & Time: 2026-07-07 11:54:46
Ace Market | Group 3 | FYE 31/03/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Employee Safety and Wellbeing	Lost Time Incident Rate	Rate	0	0	Maintain Lost Time Injury Rate (LTIR) below 1.5 per million man-hours worked	Internal	
Employee Safety and Wellbeing	Employee Turnover by Employee Category	Percentage	1.6	8.39	To ensure average turnover rate are below 2%	Internal	This KPI is part of the Group's IATF 16949 quality management system and is subject to external certification audits conducted by SIRIM QAS .
Community Development	Training Hours/Person	Hours/Person	11.36	30.95	To ensure all employee achieve a total of 24 hours of training hours/person	Internal	Subject to the same framework and audit processes as described above.
Community Development	Total number of beneficiaries of investment in community	Number	70	80	Increase percentage of beneficiaries by a 10% a year	Internal	
Quality Assurance	Customer Reject Rate	Percentage	0.0009	0.0013	Ensure customer reject is below 0.0020%	Internal	
Supply Chain Management	Supplier meeting performance criteria	Percentage	For FYE2025, all suppliers achieved a 100% Grade A rating on a monthly basis.	For FYE2026, all suppliers achieved a 100% Grade A rating on a monthly basis, except in April, October, and November, where the achievement rate was 99%.	To ensure that 100% suppliers achieved a Grade A rating on a monthly basis	Internal	Subject to the same framework and audit processes as described above.
Good Governance Practices	Percentage of employee trained on anti-corruption and whistleblowing procedures	Percentage	4	100	100% of employees are trained for anti-corruption and whistleblowing procedures	Internal	
Good Governance Practices	Percentage of operations assessed for corruption--related risks	Percentage	100	100	100% of operations assessed for corruption--related risks	Internal	

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Page 2 of 2

Sustainability Statement
(Cont'd)

INDEPENDENT LIMITED ASSURANCE STATEMENT

INDEPENDENT LIMITED ASSURANCE STATEMENT

Reporting Period: 1 April 2025 to 31 March 2026.

Subject Matter: Selected sustainability disclosures of Betamek Berhad, prepared for inclusion in the Sustainability Report, covering GRI 305-1 Direct (Scope 1) greenhouse gas emissions, GRI 305-2 Energy indirect (Scope 2) greenhouse gas emissions, and GRI 403-5 Worker training on occupational health and safety. The engagement scope covers Betamek Berhad and the subsidiaries within the reporting boundary applied by management, including Betamek Electronics (M) Sdn. Bhd., Betamek Sanshin (M) Sdn. Bhd., and Betamek Research Sdn. Bhd..

Criteria: The relevant requirements and disclosure intent of GRI 305-1, GRI 305-2 and GRI 403-5, together with Betamek Berhad's disclosed methodologies, definitions, organisational boundary, consolidation approach and data management processes used in preparing the selected disclosures.

Addressee: This statement is prepared for Betamek Berhad for intended inclusion in its Sustainability Statement and for the information of its stakeholders.

Responsibilities of Betamek Berhad

Betamek Berhad's management is responsible for the preparation of the selected sustainability disclosures in accordance with the criteria stated above, including the design, implementation and maintenance of internal processes and controls relevant to the preparation of information that is free from material misstatement, whether due to fraud or error. Management is also responsible for establishing the reporting boundary, selecting and applying appropriate methodologies, maintaining adequate records, and providing us with access to all relevant information and explanations.

Our Independence and Quality Management

Galaxy Tech Solutions (KL) Sdn Bhd performed this engagement independently. We have complied with the applicable independence and ethical requirements relevant to assurance engagements and maintain a system of quality management designed to provide reasonable assurance that engagements are performed in accordance with professional standards and applicable legal and regulatory requirements.

Sustainability Statement
(Cont'd)

Our Responsibility

Our responsibility is to express a limited assurance conclusion on the selected sustainability disclosures based on the procedures we performed. We conducted our engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised), Assurance Engagements Other Than Audits or Reviews of Historical Financial Information and, for greenhouse gas disclosures, with reference to ISAE 3410, Assurance Engagements on Greenhouse Gas Statements, where applicable. Those standards require that we plan and perform the engagement to obtain limited assurance about whether anything has come to our attention that causes us to believe that the selected sustainability disclosures are not prepared, in all material respects, in accordance with the stated criteria.

Summary of Work Performed

A limited assurance engagement provides a lower level of assurance than a reasonable assurance engagement and the procedures performed vary in nature and timing from, and are less extensive than, those for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Our procedures consisted primarily of inquiries, analytical procedures and limited tests of detail on a selected sample basis. The work included, among other things:

- interviews with personnel responsible for sustainability reporting, greenhouse gas data, facilities and occupational health and safety training records;
- review of the reporting boundary, methodologies, calculation workbooks, consolidation files and selected source documentation;
- walkthroughs of the data collection, aggregation and review processes for the in-scope disclosures;
- limited recalculation of selected greenhouse gas and training data points and selected checks of traceability from reported information to underlying records;
- analytical review of the data, including consideration of inconsistencies, unusual movements and identified discrepancies;
- review of clarifications and additional evidence provided by management in response to observations raised during the engagement.

Verification activities included the on-site engagement conducted on 12 March 2026 and 13 March 2026, together with review of follow-up clarifications and supporting records subsequently provided by management.

Sustainability Statement (Cont'd)

Inherent Limitations

Non-financial information is subject to more inherent limitations than financial information, given the characteristics of the subject matter and the methods used for determining, calculating, sampling or estimating such information. Qualitative interpretations of materiality, relevance and the nature of evidence available may differ. In addition, greenhouse gas quantification and training disclosures may be affected by estimation uncertainty, manual data aggregation, spreadsheet dependency, varying documentation practices and evolving definitions or methodologies. Accordingly, our conclusion should be read in that context.

Basis for Conclusion

During the engagement, several observations and opportunities for improvement were identified and communicated separately to management through the Verification Findings Report. These matters related principally to data traceability, spreadsheet accuracy, consistency of definitions, completeness of selected records, and data governance controls.

Draft Limited Assurance Conclusion

Based on the procedures we have performed, and on the basis described above, nothing has come to our attention that causes us to believe that the selected sustainability disclosures of Betamek Berhad for the reporting period 1 April 2025 to 31 March 2026, namely GRI 305-1, GRI 305-2 and GRI 403-5, are not prepared, in all material respects, in accordance with the stated criteria.

For and on behalf of
Galaxy Tech Solutions (KL) Sdn Bhd

Ts. Raja Shazrin Shah Raja Ehsan Shah
Managing Director
Kuala Lumpur
Date: 30th April 2026

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board of Directors ("**Board**") of Betamek Berhad recognises the importance of maintaining high standards of corporate governance for transparency, accountability, integrity and a well-managed company.

As a fundamental part of discharging its duties and responsibilities, the Board is committed towards ensuring good corporate governance practices are implemented and maintained throughout the Company and its subsidiaries (hereinafter referred to as the "Group") to enhance shareholders' value, and to be consistent with the principles and best practices as set out in the Malaysian Code on Corporate Governance ("**MCCG**"). This Corporate Governance Overview Statement is augmented with a Corporate Governance Report 2026 ("**CG Report**"), based on a prescribed format guided by Guidance Note 11 of the ACE Market Listing Requirements ("**AMLR**") of Bursa Malaysia Securities Berhad ("**Bursa Securities**") so as to provide a detailed articulation on the application of the Company's corporate governance practices as set out in the MCCG throughout the financial year ended 31 March 2026 ("**FYE 2026**").

The CG Report is available on the Company's website at https://betamek.com.my, as well as via an announcement on the website of Bursa Securities.

This Corporate Governance Overview Statement makes reference to the following three (3) key principles and practices to the extent of compliance with the recommendations of good corporate governance as set out in the MCCG and Corporate Governance Guide (4th Edition):-

(a) Board Leadership and Effectiveness;
(b) Effective Audit and Risk Management; and
(c) Integrity in Corporate Reporting and Meaningful Relationship with Stakeholders.

PRINCIPLE A – BOARD LEADERSHIP AND EFFECTIVENESS

PART I: BOARD RESPONSIBILITIES

1. Board and Board Committees

1.1 Board of Directors

The Board is collectively responsible for the stewardship of the overall performance and business affairs of the Group. The Board provides necessary leadership which includes practicing a high level of good governance to ensure the long-term success of the Group as well as the delivery of sustainable value to its stakeholders.

The Board assumes among others, the following principal functions and responsibilities:-

a) Establish the organisation's values, vision, mission and strategies;
b) Reviewing and setting up the Group's strategic plan and direction;
c) Promote better investor relations and shareholder communications;
d) Establish appropriate policies and procedures, to ensure compliance obligations and functions are effectively discharged;
e) Ensure all significant systems and procedures are in place for the organisation to run effectively, efficiently, and meet all legal and contractual requirements; and
f) Ensure that the organisation has appropriate corporate governance in place including standards of ethical behaviour and promoting a culture of corporate responsibility.

1.2 Board Charter

The Board Charter sets out the key corporate governance principles for the Board for the operations of the Group and describes the functions of the Board and those functions delegated to the Management of the Company.

The Board Charter is established to promote a high standard of corporate governance and is designed to provide guidance and clarity for Directors and Management with regards to the role of the Board and its Committees.

Corporate Governance Overview Statement (Cont'd)

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

PART I: BOARD RESPONSIBILITIES (CONT'D)

1. Board and Board Committees (Cont'd)

1.2 Board Charter (Cont'd)

This Board Charter does not overrule or preempt the statutory requirements and other relevant statutes. It shall form an integral part of each Director's duties and responsibilities. The Board Charter is available on the Company's website at https://betamek.com.my.

1.3 Board Committees

In order to discharge of its stewardship role effectively, the Board has delegated specific duties to two (2) Board Committees. Each of the Board Committees operates within its respective Terms of Reference ("**TOR**") approved by the Board. The respective Board Committees report to the Board on matters considered and their recommendations thereon. The ultimate responsibility for decision-making, however, lies with the Board.

The Board Committees are as follows:

a) Audit and Risk Management Committee ("**ARMC**"); and
b) Nomination and Remuneration Committee ("**NRC**").

1.4 The Chairman of the Board

The Board is chaired by an Independent Non-Executive Director, En Ahmad Subri Bin Abdullah. The Chairman is responsible for instilling good corporate governance practices in the Group, leading the Board in oversight of management, representing the Board to shareholders and chairing general meetings of shareholders.

The roles and responsibilities of the Chairman of the Board are specified under Paragraph 6.2 of the Board Charter.

The Board is of the view that the Chairman of the Board should not serve on any Board Committees. This ensures appropriate checks and balances and preserves the objectivity and independence of the Board Committees, as their deliberations and decisions are not influenced by the Chairman. Accordingly, the Chairman of the Board is not a member of any Board Committee, which is in line with the Malaysian Code on Corporate Governance (MCCG).

1.5 Separation of Positions of the Chairman and Managing Director ("MD")

There is a clear segregation of duties and responsibilities between the Chairman and MD for ensuring there is a balance of power and authority in the Company. The positions of the Chairman of the Board and the MD are held by different persons. The Chairman of the Company is En Ahmad Subri Bin Abdullah, an Independent Non-Executive Director whilst the MD is En Mirzan Bin Mahathir.

The segregation of roles facilitates a healthy open discussion and exchange of views between the Board and Management in their deliberations of the business, strategic aims and key activities of the Company.

The respective roles and responsibilities of the Chairman and the MD are clearly set out in the Company's Board Charter.

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

PART I: BOARD RESPONSIBILITIES (CONT'D)

1. Board and Board Committees (Cont'd)

1.6 Company Secretaries

The Board is supported by two (2) external Company Secretaries, both of whom are suitably qualified, competent and capable of carrying out the duties required. They are members of the Malaysian Institute of Chartered Secretaries and Administrators and are qualified to act as company secretaries under Section 235 of the Companies Act 2016.

All Directors have unrestricted access to the advice and services of the Company Secretaries to enable them to discharge their duties effectively. The Company Secretaries play an advisory role, particularly on the corporate administrative and governance matters to ensure the Company complies with its Constitution, relevant laws and regulatory requirements.

The Company Secretaries attend all the meetings of the Board and Board Committees and are responsible for ensuring the meeting procedures are in place, including disseminating complete and accurate meeting materials in a timely manner to allow Board members to have sufficient time to review the relevant documents prior to meetings. The Company Secretaries also facilitate the communication of key decisions and policies between the Board, Board Committees, Management and other stakeholders.

The information of the Company Secretaries' qualifications can be found in the Corporate Information of this Annual Report, and the functional accountabilities of the Company Secretaries are described in the Board Charter of the Company.

1.7 Code of Ethics and Standard of Conduct

The Company has established the Code of Ethics and Standard of Conduct Policy to promote a corporate culture that engenders ethical conduct throughout the Group.

The objective of the policy is to ensure that the Group business interactions should not in any circumstances, be tainted by malpractices. The principle of the policy is based on principles of trust, integrity, responsibility, excellence, loyalty, commitment, dedication, discipline, diligence and professionalism.

The Code of Ethics and Standard of Conduct Policy is published on the Company's website at https://betamek.com.my.

1.8 Whistleblowing Policy

The Board recognises the importance of putting in place a Whistleblowing Policy, which provides an avenue for employees, third parties and other stakeholders, on an anonymous basis if appropriate, to raise concerns or report any known or potential misconduct, violation of Group policies or applicable laws and regulations, without retaliation or retribution.

The Whistleblowing Policy is available for reference at the Company's website at https://betamek.com.my.

1.9 Anti-Bribery and Corruption Policy

In addition to the Code of Ethics and Standard of Conduct Policy, the Company has further established and adopted the Anti-Bribery and Corruption Policy to comply with the enforcement of Section 17A of the Malaysian Anti-Corruption Commission Act. The Anti-Bribery and Corruption Policy provides principles, guidelines and requirements on how to deal with bribery and corrupt practices that may arise in the course of daily business and operational activities within the Group.

The Anti-Bribery and Corruption Policy can be accessed through the Company's website at https://betamek.com.my.

Corporate Governance Overview Statement (Cont'd)

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

PART I: BOARD RESPONSIBILITIES (CONT'D)

1. Board and Board Committees (Cont'd)

1.10 Promoting Sustainability

The Group recognises the economic, environmental, social and governance aspects of sustainability as key elements of formulating our roadmap for sustainability. Our sustainability strategy integrates investment, development, property and infrastructure, and human capital management to ensure that we meet the current and future needs of Malaysia and the wider community.

More details on the Group's effort to promote sustainability can be found in our Sustainability Statement section in this Annual Report.

PART II: BOARD COMPOSITION

2. Board Composition

2.1 Composition of the Board

As of the date of this statement, the Board consists of six (6) members, comprising one (1) Independent Non-Executive Chairman, one (1) Managing Director, one (1) Executive Director and three (3) Independent Non-Executive Directors, as follows:-

Name	Designation	Age	Gender
1. Ahmad Subri Bin Abdullah	Independent Non-Executive Chairman	76	Male
2. Mirzan Bin Mahathir	Managing Director	67	Male
3. Muhammad Fauzi Bin Abd Ghani	Executive Director	64	Male
4. Azlina Binti Abdul Aziz	Independent Non-Executive Director	64	Female
5. Yap Suan See	Independent Non-Executive Director	59	Female
6. Mohd Shahriman Bin Mohd Sidek	Independent Non-Executive Director	62	Male

This composition fulfils the requirements under the AMLR, which stipulates that at least two (2) Directors or one-third (1/3) of the Board, whichever is higher, must be Independent and one (1) member must be female. In the event of any vacancy in the Board resulting in non-compliance with Rule 15.02 of the AMLR, the Company must fill the vacancy within three (3) months.

The Board members are from different backgrounds with diverse perspectives. Such composition is fundamental to the strategic success the Group is striving for. Each Director's in-depth knowledge and experience will provide valuable insights in propelling the Group forward.

With two-thirds (2/3) of the Board composed of Independent Non-Executive Directors, the Company is able to facilitate greater checks and balances during Board meeting deliberations and decision-making. The Independent Directors provide the Board with professional judgement, experience and objectivity without being subordinated to operational considerations or the ability to provide independent judgement in the best interest of the Company.

A brief profile of each Director is presented in the Board of Directors' Profile section of the Annual Report.

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

PART II: BOARD COMPOSITION (CONT'D)

2. Board Composition (Cont'd)

2.2 Re-election of Directors

In accordance with the Company's Constitution, an election of Directors shall take place each year. At the Annual General Meeting ("AGM") of the Company, one-third (1/3) of the Directors for the time being or if the number is not three (3) or a multiple of three (3), then the number nearest to one-third (1/3) shall retire from office and be eligible for re-election. All Directors, including the MD or Deputy MD shall retire from office at least once in every three (3) years, but shall be eligible for re-election.

The Directors to retire in each year shall be those who have been longest in office since their last election, but as between persons who became Directors on the same day, those to retire shall (unless they otherwise agree among themselves) be determined by lot.

At the forthcoming AGM of the Company, En Mirzan Bin Mahathir and En Muhammad Fauzi Bin Abd Ghani shall retire from office and are eligible for re-election in accordance with the Constitution of the Company. Their profiles can be found in this Annual Report.

2.3 Tenure as Independent Director

The Board is aware of the recommendation of the MCCG on the tenure of an Independent Director. As specified in the Board Charter of the Group, the tenure of an Independent Director shall not exceed a cumulative term of twelve (12) years. However, upon completion of the nine (9) years, an Independent Director may continue to serve on the Board subject to the Directors' re-designation as a Non-Independent Director. In the event the Board intends to retain the Independent Director as an Independent Director beyond nine (9) years, it should provide justification and seek annual shareholders' approval through a two-tier voting process.

An Independent Director who has served for a cumulative term of more than twelve (12) years must resign or be redesignated as a Non-Independent Director.

As at the date of this statement, none of the Independent Directors has served the Company beyond nine (9) years.

2.4 Appointment to the Board

An appointment of a new Director is a matter for consideration and decision by the Board upon appropriate recommendation from the NRC. Further, in identifying candidate(s) for appointment of directors, the Board does not solely rely on recommendations in existing Board members, Management or major shareholders. The Board may utilise variety of independent sources to identify suitable candidate(s). It is essential to the Board to ensure high levels of professional skills and appropriate personal qualities are pre-requisites for such nominee(s).

The Board has adopted a Directors' Fit and Proper Policy which sets out the approach, guidelines and procedures to ensure that a formal, rigorous and transparent process is adhered to for the appointment, reappointment and/or re-election of the Directors of the Group. The said policy is available on the Company's corporate website.

In the case of candidates for the position of Independent Non-Executive Directors, the NRC shall also evaluate the candidates' ability to discharge such responsibilities/functions as expected from Independent Non-Executive Directors.

Corporate Governance Overview Statement (Cont'd)

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

PART II: BOARD COMPOSITION (CONT'D)

2. Board Composition (Cont'd)

2.5 Gender Diversity

The Board has adopted a Gender and Diversity Policy as it recognises that a diverse workforce makes an essential contribution to its success and add value to its core business by drawing on the different perspectives and experiences of many individuals.

Betamek is dedicated to encouraging a supportive and inclusive culture amongst the whole workforce in their best interest to promote diversity and eliminate discrimination in the workplace.

Currently, there are two (2) female Independent Non-Executive Directors representing 33% on the Board which complies with the recommendation of 30% by Practice 5.9 of MCCG.

2.6 ARMC

The ARMC comprises solely Independent Non-Executive Directors as follows:-

Name	Designation	Directorship
Azlina Binti Abdul Aziz	Chairperson	Independent Non-Executive Director
Yap Suan See	Member	Independent Non-Executive Director
Mohd Shahriman Bin Mohd Sidek	Member	Independent Non-Executive Director

The ARMC is governed by its TOR approved by the Board which is available on the Company's website at https://betamek.com.my.

2.7 NRC

The NRC comprises exclusively Independent Non-Executive Directors as follows:-

Name	Designation	Directorship
Yap Suan See	Chairperson	Independent Non-Executive Director
Azlina Binti Abdul Aziz	Member	Independent Non-Executive Director
Mohd Shahriman Bin Mohd Sidek	Member	Independent Non-Executive Director

The NRC is governed by its TOR approved by the Board which is available on the Company's website at https://betamek.com.my.

3. Overall Board Effectiveness

3.1 Annual Evaluation

The Board has, through the NRC, conducted the following annual evaluation to determine the effectiveness of the Board, its Board Committees and each individual Director in the FYE 2026:-

i. Performance of Executive Directors;
ii. Performance of Non-Executive Directors;
iii. Independence of the Independent Directors; and
iv. Performance of the ARMC.

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

PART II: BOARD COMPOSITION (CONT'D)

3. Overall Board Effectiveness (Cont'd)

3.1 Annual Evaluation (Cont'd)

Based on the evaluations conducted in FYE 2026, the NRC and the Board are satisfied with the performance of the individual Directors, the Board as a whole, Board Committees, as well as the independence and objective judgements that the Independent Directors have brought to the Board.

3.2 Directors' Commitment

The Directors are to devote sufficient time and effort to carry out their responsibilities. It is also the Board's policy for Directors to notify the Chairman before accepting any new directorships notwithstanding that the AMLR of Bursa Securities allows a Director to sit on the board of five (5) listed corporations.

The Board endeavours to meet at quarterly intervals which are scheduled well in advance before the end of the preceding financial year to facilitate the Directors in planning their meeting schedules for the year. The Board is satisfied with the level of commitment given by the Directors toward fulfilling their roles and responsibilities as Directors of the Company. Additional meetings are convened where necessary to deal with urgent and important matters that require the attention of the Board.

All pertinent issues discussed at the Board meetings in arriving at the decisions and conclusions are properly recorded by the Company Secretaries.

During the financial year under review, the Board met four (4) times and the attendance record of each of the Board members is tabulated as follows:-

	Attendance				
Directors	**28 May 2025**	**24 July 2025**	**18 November 2025**	**12 February 2026**	**Total**
Ahmad Subri Bin Abdullah *(Independent Non-Executive Chairman)*	✓	✓	✓	✓	4/4
Mirzan Bin Mahathir *(Managing Director)*	✓	✓	✓	✓	4/4
Muhammad Fauzi Bin Abd Ghani *(Executive Director)*	✓	✓	✓	✓	4/4
Azlina Binti Abdul Aziz *(Independent Non-Executive Director)*	✓	✓	✓	✓	4/4
Yap Suan See *(Independent Non-Executive Director)*	✓	✓	✓	✓	4/4
Mohd Shahriman Bin Mohd Sidek *(Independent Non-Executive Director)*	✓	✓	✓	✓	4/4

Corporate Governance Overview Statement (Cont'd)

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

PART II: BOARD COMPOSITION (CONT'D)

3. Overall Board Effectiveness (Cont'd)

3.3 Directors Training

The Board would evaluate and assess the training needs of each Director to keep them abreast with the state of the economy, technological advances, regulatory updates, management strategies and development in various aspects of the business environment to enhance the Board's skills and knowledge in discharging its duties and responsibilities as Directors on a continuous basis.

All Directors of the Company have attended and completed the Mandatory Accreditation Programme ("**MAP**") as required by the AMLR.

The training programmes and seminars attended by the Directors during the FYE 2026 are as follows:-

Name of Director	Date	Organiser	Title of Training programmes/ Seminars
Ahmad Subri Bin Abdullah	16 April 2025	Asian Institute of Insurance	Safeguarding The Board – Navigating Anti-Money Laundering
	05 July 2025	Pc Quote (M) Sdn Bhd	Phillip Capital 15th Investment Conference 2025
	22 Aug 2025	Amanie Academy	Shaping The Future : Exploring Islamic Financial Innovation In Capital Markerts
	20 Sep – 11 Oct 2025	Asia School of Business	Micro-Credential In AI For Business Leaders
Mirzan Bin Mahathir	06 Oct 2025	Malaysia Institute of Accountants ("MIA")	Introduction To Environmental, Social & Governance (ESG) And Sustainable Finance
Muhammad Fauzi Bin Abd Ghani	18 Aug 2025	Institute of Corporate Directors Malaysia ("ICDM")	The Human Edge In An AI World-Culture As Your Competitive Advantage
Azlina Binti Abdul Aziz	29 Sept 2025	MIA	Audit Committee Conference 2025
Yap Suan See	25 Nov 2025	ICDM	Finance Essentials For Non-Finance Directors
Mohd Shahriman Bin Mohd Sidek	04 Feb 2026	ICDM	Dealmaking In Volatile Times: High-Level M&A Oversight For Leaders

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

PART II: BOARD COMPOSITION (CONT'D)

4. Level and Composition of Remuneration

4.1 Remuneration Policy

The Company has established a Remuneration Policy for Directors and Senior Management to ensure that the Directors and Senior Management are offered the appropriate level of remuneration which is compatible with the market rate and is in line with the Company's business strategic objectives and corporate values.

The NRC is responsible for reviewing, assessing and recommending the remuneration packages for the Directors and Senior Management after taking into consideration the market conditions and the complexities and responsibilities to be undertaken.

The policy is reviewed on a periodic basis and tabled for Board's approval. The Remuneration Policy is available on the Company's website at https://betamek.com.my.

4.2 Remuneration of Directors

The Board is mindful that fair remuneration is critical to attract, retain and motivate the Directors of the Group as well as Directors serving as members of the Board Committees.

The Company will seek shareholders' approval at the forthcoming Fifth ("5th") AGM for Directors' fees for the current financial year and Directors' fees and benefits payable to the Directors for the period from 28 August 2026 until the next AGM of the Company in 2027.

The details of the Directors' remuneration of the Company and the Group on a named basis for the FYE 2026 are disclosed in the NRC report which can be found in this Annual Report.

4.3 Remuneration of Key Senior Management

In determining the remuneration packages of the Group's Key Senior Management, factors that were taken into consideration included the Senior Management's responsibilities, skills, expertise and contribution to the Group's performance.

Due to confidentiality and sensitivity of information, the Board is of the view that it would not be in its best interest to make such disclosure on a named basis in view of the competitive nature of human resource market and the Company should maintain confidentiality on employees' remuneration packages.

The remuneration of our Key Senior Management includes salaries, bonuses, other emoluments and benefits-in-kind. As an alternative, the Board decided to disclose the remuneration of the Key Senior Management of the Group for the FYE 2026 on an unnamed basis in bands of RM50,000 as follows:-

Remuneration Band	No. of Key Senior Management
RM 651,000 – RM 700,000	1
RM 451,000 – RM 500,000	1
RM 351,000 – RM 400,000	1
RM 301,000 – RM 350,000	1
RM 151,000 – RM 200,000	1
RM 51,000 – RM 100,000	1

Note: The disclosure above includes remuneration for senior management personnel who resigned during the financial year, whose remuneration is reflected in the respective band.

Corporate Governance Overview Statement (Cont'd)

PRINCIPLE B – EFFECTIVE AUDIT AND RISK MANAGEMENT

PART I: ARMC

5. ARMC

5.1 Effective and Independent ARMC

The ARMC is chaired by an Independent Non-Executive Director, Pn Azlina Binti Abdul Aziz who is distinct from the Chairman of the Board. This separation is to ensure that the Board's review of the ARMC's findings and recommendations is not impaired.

The ARMC recognises the importance of upholding the independence of its External Auditors and that no possible conflict of interest whatsoever should arise. The TOR of the ARMC states that no former partner of the external audit firm of the Company shall be appointed as a member of ARMC unless a cooling-off period of at least three (3) years has been observed.

Presently, no former partner of the external audit firm of the Company is serving as a member of the ARMC.

5.2 Suitability and Effectiveness of External Auditor

The TOR of the ARMC sets out the guidelines and procedures for the ARMC to review, assess and monitor the suitability, objectivity and independence of the External Auditors.

The ARMC obtained assurance from the External Auditors, Grant Thornton Malaysia PLT confirming that they are, and have been, independent throughout the conduct of the audit engagement in accordance with the terms of all relevant professional and regulatory requirements.

The ARMC carried out an annual performance assessment of the External Auditors and requested the Management to join the assessment.

The ARMC is satisfied with the performance, suitability and independence of the External Auditors of the Company. Having assessed their performance, the ARMC is satisfied with the competence and independence of Grant Thornton Malaysia PLT and has recommended to the Board, the re-appointment of Grant Thornton Malaysia PLT upon which the shareholders' approval will be sought at the forthcoming AGM of the Company.

5.3 Composition of ARMC

The ARMC comprises three (3) Independent Non-Executive Directors. The present members of the ARMC are as follows:-

Name	Designation	Directorship
Azlina Binti Abdul Aziz	Chairperson	Independent Non-Executive Director
Yap Suan See	Member	Independent Non-Executive Director
Mohd Shahriman Bin Mohd Sidek	Member	Independent Non-Executive Director

All members of the ARMC are financially literate, competent and able to understand the Group's business and matters under the purview of the ARMC including the financial reporting process. The summary activities of the ARMC are set out in the ARMC Report.

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

PART II: RISK MANAGEMENT AND INTERNAL CONTROL

6. Risk Management and Internal Control Framework

6.1 Effective Risk Management and Internal Control Framework

The ARMC has established the Group's Risk Management Framework based on an internationally recognised risk management framework.

The Group's Risk Management Framework ensures effective risk management and internal controls are in place to identify and assess the risks and subsequently implement the necessary internal controls to manage and mitigate those risks.

The ARMC is assisted by the Management as well as the outsourced internal auditors to identify and assess the significant risks faced by the Group and to ensure that appropriate risk treatment is in place to mitigate the risks that could be affecting the achievement of the Group's business objectives.

Further details on the features of the risk management and internal control framework as well as the adequacy and effectiveness of this framework are disclosed in the Statement on Risk Management and Internal Control of this Annual Report.

6.2 Internal Audit Function

An independent professional service provider, Talent League Sdn Bhd was appointed to provide internal audit services which provides independent appraisals on the effectiveness of the Company's internal controls, adherence to organisational and procedural controls for processes, and also identification of opportunities for improvements. The professional firm report its findings directly to the ARMC.

Further details of the internal audit functions and activities carried out during the FYE 2026 are disclosed in the Statement on Risk Management and Internal Control of this Annual Report.

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

PART I: ENGAGEMENT WITH STAKEHOLDERS

7. Continuous Communication Between Company and Stakeholders

7.1 Communication with Stakeholders

The Board values the importance of the dissemination of information on major developments of the Group to the shareholders, potential investors and the general public in a timely and equitable manner.

The quarterly results, announcements and annual reports serve as primary means of dissemination of information so that the shareholders are constantly kept abreast of the Group's progress and developments.

The Company's corporate website at https://betamek.com.my serves as one of the most convenient ways for shareholders, business partners and members of the public to gain access to corporate information, Board Charter and policies, announcements, news and events relating to the Group.

Corporate Governance Overview Statement (Cont'd)

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

PART I: ENGAGEMENT WITH STAKEHOLDERS (CONT'D)

8. Shareholders' Participation at General Meetings

8.1 Conduct of General Meetings

The Board will ensure that the Notice of the AGM is sent out at least twenty eight (28) days prior to the meeting to allow sufficient time for the shareholders to go through the Annual Report and make necessary attendance and voting arrangements.

In line with Practice 13.1 of MCCG, the notice convening the Fourth ("4th") AGM of the Company was issued on 29 July 2025, providing shareholders with at least twenty-eight (28) days' notice before the 4th AGM scheduled for 28 August 2025. This timeline ensures that shareholders were given sufficient time to read, consider the resolutions to be resolved and prepare themselves to attend the AGM or to appoint a proxy to attend and vote on their behalf.

The Company's 4th AGM held on 28 August 2025 was conducted physically at Nice Banquet Hall, No 6, Jalan BJ 1, Taman Belmas Johan, 48000 Rawang, Selangor Darul Ehsan, Malaysia.

In line with the AMLR of Bursa Securities, all resolutions set out in the Notice of the 4th AGM were voted by poll. The Company also appointed an independent scrutineer, SKY Corporate Services Sdn Bhd, to validate the votes cast before the poll results were announced by the Chairman of the meeting.

The minutes of the 4th AGM detailing the meeting proceedings were published on the Company's corporate website within thirty (30) business days after the conclusion of the 4th AGM.

8.2 Effective Communication and Proactive Engagement

All Directors will be attending the 5th AGM and be accountable to the shareholders for their stewardship of the Company. The Chairman of the Board Committees will be available to respond to shareholders' queries concerning the Company and the Group at the 5th AGM.

From the Company's perspective, the AGM also serves as a forum for Directors to engage with the shareholders personally to understand their needs and seek their feedback. The Board welcomes questions and feedback from the shareholders during and at the end of the shareholders' meetings and ensures their queries are responded to properly and systematically.

The Board ensures that the required infrastructure and tools will be in place to enable the smooth conduct of the 5th AGM and meaningful engagement with the shareholders. The Minutes of the 5th AGM will also be published on the Company's website within thirty (30) business days for the shareholders' information.

STATEMENT BY THE BOARD ON CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board has deliberated, reviewed and approved this Statement. The Board considers and is satisfied that to the best of its knowledge, the Company has fulfilled its obligations under the MCCG, the relevant chapters of the AMLR of Bursa Securities on corporate governance and all applicable laws and regulations throughout the FYE 2026. The Board remains steadfast in upholding the highest standards of corporate governance practices to safeguard the interests of all its stakeholders.

This statement is made in accordance with a resolution passed in the Board of Directors' Meeting held on 23 July 2026.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

INTRODUCTION

The Board of Directors ("**the Board**") acknowledges that the Company and its subsidiaries ("**the Group**") cannot achieve its objectives and sustain its success without continuous effective governance, risk management and internal control processes. Effective governance, risk management and internal control processes will guide the Group to achieve a proper balance between the risks incurred and potential returns to shareholders in accordance with the Group's acceptable risk appetite.

The Board is pleased to provide the following Statement on Risk Management and Internal Control of the Group for the financial year ended 31 March 2026 ("**FYE 2026**"). This has been prepared in accordance with Rule 15.26(b) of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad ("**Bursa Securities**"), Malaysian Code on Corporate Governance and the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers (SORMIC Guide 2025) issued by The Institute of Internal Auditors ("**IIA**").

BOARD'S RESPONSIBILITY

The Board acknowledges its overall responsibility for maintaining a sound system of risk management and internal control, and for reviewing its adequacy and effectiveness to ensure shareholders' interest and the Group's assets are safeguarded. On an ongoing basis, the Board continually assesses both principal and emerging risks to ensure the long-term viability and strategic resilience of the Group.

The system of risk management and internal controls not only covers the financial aspects of the Group, but also the operational, technological, environmental, social and governance ("ESG") and compliance aspects of the Group. Given the inherent limitations in the risk management and internal control system, such a system put into effect by the Board is designed to manage rather than eliminate risks that may impede the achievement of the Group's corporate objectives. Therefore, such a system can only provide reasonable and not absolute assurance against any material misstatement or loss, contingencies, fraud or irregularities.

RISK MANAGEMENT FRAMEWORK

The Board regards the management of core risks as an integral and critical part of the day-to-day operations of the Group. The experience, knowledge and expertise to identify and manage such risks throughout the financial period under review enable the Group to make cautious, mindful and well-informed decisions through formulation and implementation of requisite action plans and monitoring regimes which are imperative in ensuring the accomplishment of the Group's objective.

The Group has developed its risk management framework by benchmarking against the principles and guidelines of ISO 31000, which is an on-going process to identify, evaluate and manage the significant risks faced by the Group. As part of this process, a Risk Management Policy and Risk Register are actively maintained. The Risk Register identifies principal business risks, their root causes, risk owners, and control actions. To effectively prioritize these exposures, the Group utilizes a dynamic Risk Heatmap. The level of risk tolerance is established by quantifying each risk based on its likelihood of occurrence and potential business impact. This Risk Heatmap provides a clear, visual matrix to continuously assess risk ratings in response to dynamic changes in the global manufacturing and automotive business environment.

To facilitate continuous risk monitoring, the Group operates a formalized, multi-tiered risk reporting hierarchy that ensures systematic oversight:

- **Risk Management Working Committee ("RMWC")**: Serving as the operational foundation, the RMWC comprises Heads of Departments, General Managers and C-Suite executives. This committee is responsible for the active evaluation of identified risks, tracking the status of mitigation controls, recalibrating risk ratings on the Risk Heatmap, and identifying new, emerging threats.

- **Risk Management Steering Committee ("RMSC")**: The assessments from the RMWC are subsequently escalated to the RMSC, which consists of the Managing Director, Executive Director, and key senior management. The RMSC deliberates on the findings to ensure they align with the Group's strategic objectives and acceptable risk appetite.

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

RISK MANAGEMENT FRAMEWORK (CONT'D)

To facilitate continuous risk monitoring, the Group operates a formalized, multi-tiered risk reporting hierarchy that ensures systematic oversight: (Cont'd)

- **Audit & Risk Management Committee ("ARMC") and the Board**: Operating as the ultimate oversight body, the ARMC and the Board receive the consolidated risk presentations for final review and approval.

This comprehensive, bottom-up review cycle is conducted rigorously twice per financial year, ensuring the Board maintains an accurate, real-time pulse on the Group's evolving risk profile.

INTERNAL AUDIT FUNCTION

During the FYE 2026, the internal audit function was outsourced to Talent League Sdn Bhd (the "Internal Auditors"), a third-party professional internal audit service firm which is independent of the operations and activities of the Group. The Internal Auditors are also independent of the Board and management, and report directly to the ARMC. In discharging its obligations and duties pursuant to its appointment, the Internal Auditors undertake rigorous, objective, independent and systematic reviews of the systems of internal control, acting as the independent third line within the Group's governance model.

Following the assessment, the Internal Auditors provide a reasonable and continuous assurance on the satisfactory operations and effectiveness of the Group's system of internal controls. The purpose of the comprehensive process is to identify existing shortcomings and potential pitfalls which would eventually be brought to the attention of the Board and rectification measures would be proposed and recommended.

The Internal Auditors operate utilizing a risk-based internal audit methodology, ensuring that their audit plan is strategically aligned with the Group's Risk Register and dynamic Risk Heatmap. The Internal Auditors submit their reports and findings to the ARMC at least twice a year. Issues arising thereto and shortfalls in internal controls are reviewed, deliberated at length, and acted upon by the ARMC for remedial action. To ensure agility in a changing business environment, the internal audit schedule is continuously reviewed and recalibrated. Core internal audit scopes prioritize critical operational and strategic areas, including the harmonization of processes following recent corporate acquisitions. Internal audit issues highlighted in preceding reports, together with the progress of corresponding follow-up works, are strictly monitored to ensure a closed-loop remediation process.

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

Reporting Month	Name of Entity Audited	Audited areas	Fee
May 2025	Betamek Electronics (M) Sdn Bhd	Human Resource Management	RM12,000
January 2026	Betamek Electronics (M) Sdn Bhd	Inventory Management	RM12,000

INTERNAL CONTROL

The Board acknowledges that a sound system of internal control reduces, but cannot eliminate, the possibility of poor judgment in decision-making, human error, control processes being deliberately circumvented by employees, management overriding controls, and the occurrence of unforeseeable circumstances.

The Group's key senior management team receives and reviews regular reports on key financial data, performance indicators and regulatory matters. This is to ensure that matters requiring the Board's attention are highlighted for review, deliberation and decision making on a timely basis. The Board will approve the appropriate responses or amendments to the Group's policies.

The internal control matters are reviewed and the Board is updated on the significant control gaps, if any, for the Board's attention and action. Issues related to the business operations are also highlighted to the Board's attention during the Board meetings and any significant fluctuation or exception noted will be analysed and acted in a timely manner.

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

INTERNAL CONTROL (CONT'D)

The key elements of the internal control system established by the Board to provide effective governance and oversight of internal control include:

a) Organisation Structure

The Group operates in alignment with the IIA's Three Lines Model. Management, acting as the first and second lines, actively owns and enables risk management by embedding controls into daily operations. The Group has a clear organisational structure which formally defines the lines of reporting, as well as the accountabilities and responsibilities of the respective functions. During the financial year, the Group prioritized the harmonization of internal control systems across its expanded corporate structure, ensuring unified standards are consistently applied.

b) Limits of Authority

The Group has defined limits of authority which outlines the approving limits that have been assigned and delegated to each approving authority within the Group. The limits of authority are reviewed periodically and updated in line with changes in the organisation.

c) Policies and Procedures

Elements of internal control have been embedded and documented in the Standard Operating Procedure ("SOP") which are continually reviewed and updated to reflect changes in the business environment. Accountability and responsibility for key processes have been established in the SOPs.

d) Board Committees

The Board has established various board committees to assist in discharging its duties, including the ARMC and Nomination and Remuneration Committee. These committees are delegated with specific duties to review and consider all matters within their scope of responsibility as defined in their respective terms of reference.

e) Anti-Bribery and Corruption Policy

The Group adopts a zero-tolerance approach to all forms of bribery and corruption. The Board regularly assesses the risk culture of the Group, ensuring that a tone of ethical resilience is actively practiced across all subsidiaries. The Group has established an Anti-Bribery and Corruption Policy which prohibits all forms of bribery and corruption practices. All employees are to read and understand the said policy. All business partners including consultants and contractors are required to acknowledge and agree to comply with the Group's Anti-Bribery and Corruption Policy. The said policy is also made available on the Company's website.

f) Whistleblowing Policy

The Group has put in place a Whistleblowing Policy which provides an avenue for its employees and members of the public to report and disclose any improper or illegal activities within the Group. The Whistleblowing Policy is made available on the Company's website.

g) Safety and Health Management

The Group has been emphasising on the safety and health of employees and stakeholders by enforcing precautionary measures and guidelines in all factory premises as stipulated by the relevant authorities.

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

REVIEW OF THIS STATEMENT BY EXTERNAL AUDITORS

As required under Rule 15.23 of the ACE Market Listing Requirements of Bursa Securities, the external auditors have reviewed this Statement on Risk Management and Internal Control to the scope set out in the Audit and Assurance Practice Guide 3 ("AAPG 3"): Guidance for Auditors on Engagements to Report on Risk Management and Internal Control included in the Annual Report, issued by Malaysian Institute of Accountants.

Based on their review, the external auditors have reported to the Board that nothing has come to their attention that caused them to believe that the Statement is not prepared, in all material aspects:

(a) Has not been prepared in accordance with the disclosures required by Section 7 of the Statement on Risk Management and Internal Control Guide 2025 for Directors of Listed Issuers to be set out;

(b) Is factually inaccurate.

AAPG 3 does not require the external auditors to consider whether the Statement covers all risks and controls, or to form an opinion on the adequacy and effectiveness of the risk management and internal control system of the Group including the assessment and opinion by the Board and management thereon. The auditors are also not required to consider whether the processes described to deal with material internal control aspects of any significant problems disclosed in the annual report will, in fact remedy the problems.

CONCLUSION

The Board has received assurance from the Managing Director and Chief Financial Officer that the Group's risk management and internal control system is operating adequately and effectively, in all material aspects, throughout the financial year under review and up to the date of approval of this statement. However, the Board is also cognisant of the fact that the Group's system of internal controls and risk management practices must continuously evolve to meet the changing and challenging business environment. Therefore, the Board will when necessary, put in place appropriate action plans to further enhance the Group's system of risk management and internal controls.

This Statement on Risk Management and Internal Control is made in accordance with a resolution passed in the Board of Directors' meeting held on 23 July 2026.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

The Board of Directors ("**Board**") of Betamek Berhad ("**Company**") is pleased to present the report of the Audit and Risk Management Committee ("**ARMC**") for the financial year ended 31 March 2026 ("**FYE 2026**").

The ARMC was established on 21 March 2022 with the primary objective to assist the Board in fulfilling its fiduciary duties and responsibilities in accordance with its Terms of Reference ("**TOR**"), providing an additional assurance to the Board by giving an objective and independent review of financial, operational and administrative controls and procedures as well as establishing and maintaining internal controls.

The authorities and duties of the ARMC are clearly governed by its TOR. The ARMC's TOR is available on the Company's website at https://betamek.com.my.

COMPOSITION OF THE AUDIT AND RISK MANAGEMENT COMMITTEE

The members of the ARMC and their respective designation are as follows:-

Name	Designation	Directorship
Azlina Binti Abdul Aziz	Chairperson	Independent Non-Executive Director
Yap Suan See	Member	Independent Non-Executive Director
Mohd Shahriman Bin Mohd Sidek	Member	Independent Non-Executive Director

The ARMC currently comprises three (3) members, all of whom are Independent Non-Executive Directors. The Company has complied with Rule 15.09(1)(b) of the ACE Market Listing Requirement ("**AMLR**") of Bursa Malaysia Securities Berhad ("**Bursa Securities**"), which requires the ARMC members to be Non-Executive Directors, with a majority of them being Independent Directors.

The Board shall elect the members of the ARMC from amongst themselves, comprising no fewer than three (3) members exclusively of Independent Non-Executive Directors.

All members of the ARMC should be financially literate and at least one (1) member of the ARMC:-

(i) must be a member of the Malaysian Institute of Accountants; or
(ii) if not a member of the Malaysian Institute of Accountants, must have at least three (3) years' working experience and:-
    - must have passed the examinations specified in Part 1 of the First Schedule of the Accountants Act 1967; or
    - must be a member of one of the associations of accountants specified in Part II of the First Schedule of the Accountants Act 1967; or
(iii) fulfils such other requirements as prescribed or approved by Bursa Securities.

No alternate Director shall be appointed as a member of the ARMC.

The members of the ARMC shall elect a chairman amongst themselves, who is an Independent Non-Executive Director of the Company identified by the Board.

In the event of any vacancy in the ARMC resulting in the number of members being reduced to below three (3), the Company must fill the vacancy within three (3) months.

The Chairperson of the ARMC, Pn Azlina Binti Abdul Aziz, is a member of the Malaysian Institute of Accountants. All of the ARMC members are financially literate and understand matters under the purview of the ARMC including the financial reporting process to effectively discharge their duties and responsibilities as members of the ARMC. The ARMC therefore meets the requirements of Rule 15.09(1)(a), (b) and (c) of the AMLR at Bursa Securities and Practice 9.4 under Principle B of the Malaysian Code on Corporate Governance ("**MCCG**").

Further information on the members of the ARMC is set out in the Directors' Profile of this Annual Report.

Audit and Risk Management Committee Report (Cont'd)

ATTENDANCE AT MEETINGS

During the financial year under review, the ARMC met four (4) times and the attendance record of each of the ARMC members is tabulated as follows:-

ARMC Members	Designation	Attendance				Total
		28 May 2025	**24 July 2025**	**18 Nov 2025**	**12 February 2026**	
Azlina Binti Abdul Aziz *(Chairperson of ARMC)*	Independent Non-Executive Directors	✓	✓	✓	✓	4/4
Yap Suan See	Independent Non-Executive Directors	✓	✓	✓	✓	4/4
Mohd Shahriman Bin Mohd Sidek	Independent Non-Executive Directors	✓	✓	✓	✓	4/4
Total Attendance		**3/3**	**3/3**	**3/3**	**3/3**	

A. SUMMARY OF WORKS UNDERTAKEN BY THE AUDIT AND RISK MANAGEMENT COMMITTEE

The summary of the activities undertaken by the ARMC in the discharge of its duties and responsibilities during FYE 2026, amongst others, included the following:-

I. Reviewed the unaudited quarterly financial results and annual audited financial statements of the Group including the announcements pertaining thereto, before recommending to the Board for their approval and release of the Group's results to Bursa Securities;
II. Reviewed with the external auditors, the audit plan and scope of the statutory audit of the Group's financial statements for the financial year ended 31 March 2026 before the audit commenced to ensure that the scope of the external audit is comprehensive;
III. Reviewed with the external auditors on the results and issues arising from their audit of the financial year end statements and their resolutions of such issues highlighted in their report to the ARMC;
IV. Assessed the performance of external auditors and recommended to the Board for re-appointment;
V. Reviewed the Statement on Risk Management and Internal Control together with the internal auditors and external auditors and received assurance from both Managing Director and Chief Financial Officer that the Group's risk management and internal control systems were operating adequately and effectively in all material aspects before recommending the said Statement to the Board for its approval;
VI. Reviewed and recommended the draft ARMC Report to the Board for approval and inclusion in the Company's Annual Report 2025 in respect of the last financial year ended 31 March 2025;
VII. Reviewed the related party transactions, if any, entered into by the Group;
VIII. Reviewed and discussed with the internal auditors, the internal audit plan and internal audit report and considered the findings of internal audit and management responses thereon and ensure that appropriate actions are taken on the recommendations raised by the internal auditors; and
IX. Reviewed and monitored all conflict of interest ("COI") situations within the Group. The COI review was extended to encompass Directors and Key Senior Management within the Group. There were neither COI nor potential COI reported in FYE 2026.

Audit and Risk Management Committee Report (Cont'd)

B. INTERNAL AUDIT FUNCTION

The Group has engaged Talent League Sdn Bhd, a professional internal audit service provider as the Internal Auditors to support the ARMC in discharging its duties and responsibilities. The Internal Auditors' role is to undertake independent, regular and systematic reviews of the systems of internal controls, to provide reasonable assurance that such systems continue to operate satisfactorily, effectively and in compliance with the Group's established policies and procedures.

During the financial year ended 31 March 2026, the Internal Auditors conducted audits on the inventory management and human resource management of the Group. The results of the internal audit reviews and the recommendations for improvement are presented to the ARMC for deliberation. The reports on the audits, weaknesses identified together with suggested recommendations for improvements to management's implementation, were presented to the ARMC at the ARMC meetings.

The summary of the works of the internal audit function is disclosed in the Statement on Risk Management and Internal Control in the Annual Report.

NOMINATION AND REMUNERATION COMMITTEE REPORT

The Board of Directors ("**Board**") of Betamek Berhad ("**Company**") is pleased to present the report of the Nomination and Remuneration Committee ("**NRC**") for the financial year ended 31 March 2026 ("**FYE 2026**").

The NRC was established on 21 March 2022 with the primary objective to assist in discharging the Board's duties and responsibilities in accordance with its Terms of Reference ("**TOR**"), including but not limited to the following:-

(a) oversees matters related to the nomination of new Directors, annually reviews the required mix of skills, experience and other requisite qualities of Directors as well as undertakes the annual assessment of the effectiveness of the Board as a whole, its committees and the contribution of each individual Director; and

(b) recommending to the Board the remuneration framework for Directors, reviewing the remuneration package for Executive Directors and Key Management as well as the remuneration framework of employees of the Group.

The authorities and duties of the NRC are clearly governed by its TOR. The NRC's TOR is available on the Company's website at https://betamek.com.my.

COMPOSITION OF THE NOMINATION AND REMUNERATION COMMITTEE

The NRC currently comprises three (3) members, all of whom are Independent Non-Executive Directors which comply with the requirement of Rule 15.08(A) of the ACE Market Listing Requirements ("**AMLR**") of Bursa Malaysia Securities Berhad ("**Bursa Securities**").

The members of the NRC and their respective designation are as follows:-

Name	Designation	Directorship
Yap Suan See	Chairperson	Independent Non-Executive Director
Azlina Binti Abdul Aziz	Member	Independent Non-Executive Director
Mohd Shahriman Bin Mohd Sidek	Member	Independent Non-Executive Director

ATTENDANCE OF MEETINGS

During the financial year under review, the NRC met twice and the attendance of each of the NRC members are as follows:-

NRC Members	Designation	Attendance		Total
		28 May 2025	24 July 2025	
Yap Suan See	Independent Non-Executive Directors	✓	✓	2/2
Azlina Binti Abdul Aziz	Independent Non-Executive Directors	✓	✓	2/2
Mohd Shahriman Bin Mohd Sidek	Independent Non-Executive Directors	✓	✓	2/2
Total Attendance		**3/3**	**3/3**	

Nomination and Remuneration Committee Report (Cont'd)

SUMMARY OF WORKS OF THE NOMINATION AND REMUNERATION COMMITTEE

The main activities undertaken by the NRC during the FYE 2026 were summarised as follows:-

(a) Discussed the performance incentive program, compensation and benefit structure;
(b) Discussed the performance of the key senior management;
(c) Reviewed the composition of the Board and Board Committees with regards to the mix of skills, independence and diversity in accordance with its policy to ensure compliance;
(d) Assessed and reviewed the independence and their tenure of service;
(e) Assessed the effectiveness and performance of the Board, Directors and Board Committees for the FYE 2025. This was carried out through a self-assessment document that was completed by each Director and reviewed by the NRC. Assessment criteria include the following:-

- Board composition
- Board process
- Performance of Board Committees
- Information provided to the Board
- Role of the Board in strategy and planning
- Risk management framework
- Accountability and standard of conduct of Directors;

(f) Discussed and recommended the Directors' fees and benefits payable to Non-Executive Directors for the FYE 2025;
(g) Reviewed and recommended the remuneration package for the Executive Directors of the Company for the FYE 2025;
(h) Reviewed and assessed on behalf of the Board the training record and needs of each Director to ensure all Directors receive appropriate continuous training programmes;
(i) Determined the Directors to stand for re-election at the 2025 Annual General Meeting on 28 August 2025 through application of the criteria established in the Directors' Fit and Proper Policy of the Company;
(j) Reviewed the character, experience, integrity and competence of all the Directors, the Managing Director and Chief Financial Officer and assessed their performance in the FYE 2025, paying attention to whether each of the Non-Executive Directors has made available sufficient time to discharge their responsibilities and duties; and
(k) Reviewed and recommended the draft Report of the NRC to the Board for approval and inclusion in the Company's Annual Report 2025.

The NRC is governed by its TOR, and its primary role is to periodically suggest to the Board that the Chairman, Executive Directors and Key Management of the Group receive remuneration packages that are commensurate with their individual contributions. The choice about the Executive Directors' own remuneration packages will not be discussed or voted on by them. The person in question should not participate in discussions about their own remuneration packages. The director's fee and benefits are subject to the approval of shareholders annually.

As in the case of the Executive Directors and key senior management, remuneration is structured to link reward to both company and individual performance. Regarding the Non-Executive Directors, their fee is based on their level of expertise and the level of responsibility they have taken on.

Nomination and Remuneration Committee Report (Cont'd)

SUMMARY OF WORKS OF THE NOMINATION AND REMUNERATION COMMITTEE (CONT'D)

The resolution on Directors' fees and benefits for the period from 28 August 2026 until the next Annual General Meeting in 2027 is tabled for shareholders' approval at the forthcoming Fifth Annual General Meeting of the Company. The remuneration of the Company's Directors for the financial year ended 31 March 2026 on the named basis at the levels of the Group and the Company are as follows:-

Group Level								
			RM'000					
No.	**Name**	**Directorate**	**Fee**	**Salary**	**Bonus**	**Benefits-in-kind**	**Other emoluments**	**Total**
1	Ahmad Subri Bin Abdullah	Independent Non-Executive Chairman	65	–	–	–	3	**68**
2	Mirzan Bin Mahathir	Managing Director	–	678	388	8	91	**1,165**
3	Muhammad Fauzi Bin Abd Ghani	Executive Director	–	339	388	33	51	**811**
4	Azlina Binti Abdul Aziz	Independent Non-Executive Director	60	–	–	–	3	**63**
5	Yap Suan See	Independent Non-Executive Director	60	–	–	–	2	**62**
6	Mohd Shahriman Bin Mohd Sidek	Independent Non-Executive Director	50	–	–	–	2	**52**

Company Level								
			RM'000					
No.	**Name**	**Directorate**	**Fee**	**Salary**	**Bonus**	**Benefits-in-kind**	**Other emoluments**	**Total**
1	Ahmad Subri Bin Abdullah	Independent Non-Executive Chairman	65	–	–	–	3	**68**
2	Mirzan Bin Mahathir	Managing Director	–	–	–	–	–	**–**
3	Muhammad Fauzi Bin Abd Ghani	Executive Director	–	–	–	–	–	**–**
4	Azlina Binti Abdul Aziz	Independent Non-Executive Director	60	–	–	–	3	**63**
5	Yap Suan See	Independent Non-Executive Director	60	–	–	–	2	**62**
6	Mohd Shahriman Bin Mohd Sidek	Independent Non-Executive Director	50	–	–	–	2	**52**

ADDITIONAL COMPLIANCE INFORMATION

UTILISATION OF PROCEEDS RAISED FROM LISTING EXERCISE

The details of the utilisation of total proceeds raised as at 31 March 2026 are summarised as follows:-

Details	Proposed Utilisation RM'000	Actual Utilisation RM'000	Balance of proceeds RM'000	Estimated timeframe for utilisation
R&D – new product development	7,000	(7,000)	–	Within 36 months
To expand R&D office space, raw material storage and ancillary facilities	6,500	(6,500)	–	Within 36 months
Purchase of new process equipment	3,000	(3,000)	–	Within 12 months
Working capital requirement	3,850	(3,850)	–	Within 3 months
Repayment of bank borrowings	10,000	(10,000)	–	Within 3 months
Estimated listing expenses	3,400	(3,400)	–	Within 1 month
Total	**33,750**	**(33,750)**	**–**	

AUDIT AND NON-AUDIT FEES

The amount of audit and non-audit fees paid and payable to the External Auditors, Grant Thornton Malaysia PLT and its local affiliate by the Company and the Group for the financial year ended 31 March 2026 ("**FYE 2026**") are as follows:-

Type of fees	Company RM'000	Group RM'000
Audit fees	45	172
Non-audit fees	4	8

RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE

There were no recurrent related party transactions of revenue or trading nature during FYE 2026.

MATERIAL CONTRACTS INVOLVING DIRECTORS, CHIEF EXECUTIVE OR MAJOR SHAREHOLDERS' INTEREST

There were no material contracts entered into by the Company and its subsidiaries involving the interests of Directors, Chief Executive who is not a Director or major shareholders during the FYE 2026.

CONTRACTS RELATING TO LOANS

There were no contracts relating to loans by the Company which involved Directors' and major shareholders' interests.

Additional Compliance Information (Cont'd)

EMPLOYEES' SHARE OPTION SCHEME ("ESOS")

At the Extraordinary General Meeting held on 28 August 2025, shareholders approved the establishment of a Long Term Incentive Plan ("LTIP"), comprising an Employees' Share Option Scheme ("ESOS") of up to 30% of the total number of issued shares of the Company (excluding treasury shares, if an) at any point in time during the duration of the scheme, for eligible directors and employees of the Group (excluding its dormant subsidiaries).

On 9 September 2025, the Company fully complied with and implemented the LTIP. Subsequently, on 22 September 2025, the Company made a Tranche 1 ESOS offer to the eligible directors and employees of the Group, with a five (5)-vesting period and an expiry date of 8 September 2030, at an exercise price of RM0.361.

The total number of share options granted, exercised, and outstanding under the ESOS is presented in the table below:

		Number of shares option (since commencement of ESOS to 31 March 2026)	
Description		**Grant Total ('000)**	**Directors and Senior Management ('000)**
(i)	Number of options granted and accepted	41,540	13,365
(ii)	Number of options vested	8,308	2,673
(iii)	Number of options exercised	(4,583)	(1,962)
(iv)	Number of options lapsed	(172)	(51)
(v)	Number of options forfeited	(1,120)	(464)
(vi)	Number of options outstanding/unexercised (vi) = (i) - (iii) - (iv) - (v)	35,665	10,888

	Number of shares option outstanding ('000)	
Description	**Commencement Date**	**31 March 2026**
Directors	9,700	8,400
Senior Management	3,665	2,488
Non Senior Management	28,175	24,669

Percentages of share options applicable to Directors and Senior Management under the ESOS:-

Directors and Senior Management		**During the financial year 2026**	**Since commencement up to 31 March 2026**
(i)	Aggregate maximum allocation	30%	30%
(ii)	Actual percentage granted	30%	30%

EMPLOYEES' SHARE OPTION SCHEME ("ESOS") (CONT'D)

Details of the ESOS options granted to and exercised by the Independent Non-Executive Directors during the financial year are as follows:-

	Number of shares option ('000)	
Description	**Granted**	**Exercised**
Ahmad Subri Bin Abdullah	800	–
Azlina Binti Abd Aziz	800	–
Yap Suan See	800	–
Mohd Shahriman Bin Mohd Sidek	800	–

STATEMENT OF DIRECTORS' RESPONSIBILITY IN RELATION TO THE FINANCIAL STATEMENTS

The Directors are required under Rule 15.26(a) of the ACE Market Listing Requirements of Bursa Securities to issue a statement on its responsibility in the preparation of the annual audited financial statements.

The Directors are responsible for ensuring that the financial statements are properly drawn up in accordance with the provisions of the Companies Act 2016 and applicable Malaysian Financial Reporting Standards approved by the Malaysian Accounting Standards Board in Malaysia so as to give a true and fair view of the financial position of the Company and the Group as at 31 March 2026 and of the financial performance and cash flows of the Group for the year then ended and of the Company for the financial year ended 31 March 2026.

During the process of preparing the financial statements for the FYE 2026, the Directors have:-

(i) applied the appropriate and relevant accounting policies consistently and in accordance with applicable approved accounting standards;
(ii) made judgements and estimates that are reasonable and prudent; and
(iii) applied the going concern basis for the preparation of the financial statements.

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

The Statement is made in accordance with a resolution of the Board of Directors dated 23 July 2026.

FINANCIAL STATEMENTS

FINANCIAL STATEMENTS

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 March 2026.

PRINCIPAL ACTIVITIES

The principal activities of the Company are investment holding and provision of management services.

The principal activities of the subsidiaries are disclosed in Note 6 to the financial statements.

There have been no significant changes in the nature of the principal activities of the Company and its subsidiaries during the financial year.

FINANCIAL RESULTS

	Group RM	Company RM
Profit for the financial year	33,154,531	23,871,135
Attributable to:		
Owners of the Company	33,168,323	23,871,135
Non-controlling interest	(13,792)	–
	33,154,531	23,871,135

RESERVES AND PROVISIONS

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

HOLDING COMPANY

The Company is a subsidiary of Iskandar Holdings Sdn. Bhd., a private limited liability company, incorporated and domiciled in Malaysia. The Directors regard Iskandar Holdings Sdn. Bhd. as the holding company.

Directors' Report
(Cont'd)

DIVIDENDS

The amount of dividends declared and paid since the end of the previous financial year are as follows:

	RM
In respect of the financial year ended 31 March 2025:	
Fourth single tier dividend of 1 sen per ordinary share, paid on 26 June 2025	4,500,000
Final single tier dividend of 1 sen per ordinary share, paid on 12 September 2025	4,500,000
In respect of the financial year ended 31 March 2026:	
First single tier dividend of 1 sen per ordinary share, paid on 20 August 2025	4,500,000
Second single tier dividend of 1.25 sen per ordinary share, paid on 12 December 2025	5,661,430
Third single tier dividend of 1.25 sen per ordinary share, paid on 12 March 2026	5,671,555
	24,832,985

The Directors recommend a fourth single tier interim dividend of 1.25 sen per ordinary share amounting to net dividend payment of RM5,701,805 in respect of the current financial year is paid on 19 June 2026. The financial statements for the current financial year do not reflect this dividend and will be accounted for in equity as an appropriation of retained earnings in the financial year ended 31 March 2027.

The Directors propose the payment of a final single-tier dividend of 1.25 sen per ordinary share in respect of the current financial year. The proposed final dividend is subject to the approval of the shareholders at the forthcoming Annual General Meeting of the Company and has not been included as liability in the financial statements. Upon approval by the shareholders, the cash dividend payment will be accounted for in equity as an appropriation of retained earnings during the financial year ending 31 March 2027.

DIRECTORS

The name of the Directors of the Company and its subsidiaries in office during the financial year and during the period commencing from the end of the financial year to the date of this report are as follows:

Directors of the Company
Mirzan Bin Mahathir
Muhammad Fauzi Bin Abd Ghani
Mohd Shahriman Bin Mohd Sidek
Yap Suan See
Ahmad Subri Bin Abdullah
Azlina Binti Abdul Aziz

Name of subsidiaries	Name of Directors
Betamek Electronics (M) Sdn. Bhd.	Mirzan Bin Mahathir Muhammad Fauzi Bin Abd Ghani
Betamek Research Sdn. Bhd.	Mirzan Bin Mahathir Muhammad Fauzi Bin Abd Ghani
Betamek Sanshin (M) Sdn. Bhd. *(formerly known as Sanshin (Malaysia) Sdn. Bhd.)*	Mirzan Bin Mahathir Muhammad Fauzi Bin Abd Ghani
BZH Innovation Sdn. Bhd.	Mirzan Bin Mahathir Muhammad Fauzi Bin Abd Ghani Su Jun

DIRECTORS' INTERESTS IN SHARES

According to the Register of Directors' Shareholdings required to be kept under Section 59 of the Companies Act 2016 in Malaysia, the interests and deemed interests in the ordinary shares of the Company and its related corporations of those who were Directors as at year end (including the interests of the spouses or children of the Directors who themselves are not Directors of the Company) are as follows:

	Number of ordinary shares			
	At 1.4.2025	**Bought**	**Sold**	**At 31.3.2026**
The Company				
Direct interest				
Mirzan Bin Mahathir	–	900,000	–	900,000
Muhammad Fauzi Bin Abd Ghani	6,003,300	575,700	–	6,579,000
Mohd Shahriman Bin Mohd Sidek	760,000	–	–	760,000
Yap Suan See	400,000	–	–	400,000
Ahmad Subri Bin Abdullah	33,000	–	–	33,000
Azlina Binti Abdul Aziz	69,000	–	–	69,000
Deemed interest				
Mirzan Bin Mahathir*	318,812,500	–	(2,943,600)	315,868,900
Holding company				
Deemed interest				
Mirzan Bin Mahathir*	2,000,000	–	–	2,000,000

	Number of options over ordinary shares			
	At 1.4.2025	**Granted**	**Exercised**	**At 31.3.2026**
The Company				
Direct interest				
Mirzan Bin Mahathir	–	4,500,000	(900,000)	3,600,000
Muhammad Fauzi Bin Abd Ghani	–	2,000,000	(400,000)	1,600,000
Mohd Shahriman Bin Mohd Sidek	–	800,000	–	800,000
Yap Suan See	–	800,000	–	800,000
Ahmad Subri Bin Abdullah	–	800,000	–	800,000
Azlina Binti Abdul Aziz	–	800,000	–	800,000

* Deemed interest by virtue of his interests in Iskandar Holdings Sdn. Bhd.

En. Mirzan Bin Mahathir, by virtue of his interests in the ordinary shares of Iskandar Holdings Sdn. Bhd., is deemed to have an interest in the shares and/or options over shares of the Company and its subsidiaries to the extent that Iskandar Holdings Sdn. Bhd. has an interest pursuant to Section 8 of the Companies Act 2016 in Malaysia during the financial year.

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

Directors' Report (Cont'd)

DIRECTORS' EMOLUMENTS AND BENEFITS

During the financial year, the emoluments and other benefits received and receivable by the Directors of the Group and of the Company are as follows:

	Incurred by Company RM	Incurred by subsidiaries RM	Total RM
Directors' fee	235,000	–	235,000
Salaries and other emoluments	145,800	1,795,209	1,941,009
Defined contribution plans	–	71,740	71,740
	380,800	1,866,949	2,247,749

The estimate monetary value of benefits-in-kind received by Directors other than cash from the Group amounted to RM40,389.

During and at the end of the financial year, no arrangements subsisted to which the Company is a party, with the object or objects of enabling Directors of the Company to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate.

Since the end of the previous financial year, no Director has received or become entitled to receive any benefit (other than as disclosed in Notes 26 and 31 to the financial statements) 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 of which Director has a substantial financial interest.

ISSUE OF SHARES AND DEBENTURES

During the financial year, the issued and paid-up share capital of the Company had increased through the issuance of 4,583,400 new ordinary shares pursuant to the exercise of the Company's share options at an exercise price of RM0.361 per ordinary share.

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

There was no issuance of debentures during the financial year.

EMPLOYEE'S SHARE OPTION SCHEME

The Company's Employee's Share Option Scheme ("ESOS") is governed by the By-Laws which were approved by the shareholders on 28 August 2025. The ESOS was implemented on 9 September 2025 and will expire on 8 September 2030. The movements of options over unissued ordinary shares granted to eligible Directors and employees of the Group and of the Company during the financial year are as follows:

		Option over number of ordinary shares				
Grant date	Exercise price	At 1.4.2025	Granted and Vested	Exercised	Forfeited and Lapsed	At 31.3.2026
22 September 2025	RM0.361	–	41,540,000	(4,583,400)	(1,292,000)	35,664,600

The salient features of the ESOS scheme are disclosed in Note 29 to the financial statements.

INDEMNITY AND INSURANCE FOR DIRECTORS AND OFFICERS

The amount of indemnity coverage and insurance premium paid for Directors and Officers of the Group and of the Company during the financial year are amounted to RM10,000,000 and RM16,625 respectively.

OTHER STATUTORY INFORMATION

Before the financial statements of the Group and of the Company were made out, the Directors took reasonable steps:

(a) to ascertain that action had been taken in relation to the writing off of bad debts and the making of provision for doubtful debts and satisfied themselves that there were no bad debts written off and no provision for doubtful debts was required; and

(b) to ensure that any current assets which were unlikely to be realised in the ordinary course of business including their values as shown in the accounting records of the Group and of the Company have been written down to an amount which they might be expected so to realise.

At the date of this report, the Directors are not aware of any circumstances:

(a) which would render it necessary to write off any bad debts or to make any provision for doubtful debts in the financial statements of the Group and of the Company; or

(b) which would render the values attributed to current assets in the financial statements of the Group and of the Company misleading; or

(c) 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; or

(d) not otherwise dealt with in this report or the financial statements which would render any amount stated in the financial statements misleading.

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

(a) any charge on the assets of the Group or of the Company which has arisen since the end of the financial year which secures the liability of any other person; or

(b) any contingent liability of the Group or of the Company which has arisen since the end of the financial year.

In the opinion of the Directors:

(a) 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;

(b) the results of operations of the Group and of the Company during the financial year were not substantially affected by any item, transactions or event of a material and unusual nature; and

(c) 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 operations of the Group and of the Company for the current financial year in which this report is made.

Directors' Report (Cont'd)

AUDITORS

The total amount of audit and other fees paid or payables to the Auditors and its member firms by the Company and its subsidiaries for the financial year ended 31 March 2026 amounted to RM49,200 and RM130,600 respectively. Further details are disclosed in Note 26 to the financial statements.

The Group and the Company have agreed to indemnify the Auditors, Grant Thornton Malaysia PLT as permitted under Section 289 of the Companies Act 2016 in Malaysia. No payment has been made to indemnify Grant Thornton Malaysia PLT for the financial year ended 31 March 2026.

The Auditors, Grant Thornton Malaysia PLT, have expressed their willingness to continue in office.

Signed on behalf of the Directors in accordance with a resolution of the Board of Directors.

…………………………………………………………	)	
MIRZAN BIN MAHATHIR	)	
	)	DIRECTORS
…………………………………………………………	)	
MUHAMMAD FAUZI BIN ABD GHANI	)	

Kuala Lumpur
23 July 2026

STATEMENT BY DIRECTORS

In the opinion of the Directors, the financial statements set out on pages 109 to 161 are drawn up in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as at 31 March 2026 and of their financial performance and their cash flows for the financial year then ended.

Signed on behalf of the Directors in accordance with a resolution of the Board of Directors.

....	....
MIRZAN BIN MAHATHIR	MUHAMMAD FAUZI BIN ABD GHANI

Kuala Lumpur
23 July 2026

STATUTORY DECLARATION

I, Nor' Azrin Bin Nusi, being the Officer primarily responsible for the financial management of Betamek Berhad, do solemnly and sincerely declare that to the best of my knowledge and belief, the financial statements set out on pages 109 to 161 are correct and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provision of the Statutory Declarations Act 1960.

Subscribed and solemnly declared by	)	
the abovenamed at Kuala Lumpur in	)	
the Federal Territory this day of	)	
23 July 2026	)	....
		NOR' AZRIN BIN NUSI (MIA NO: 14628)

Before me:

Commissioner for Oaths

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF BETAMEK BERHAD

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of Betamek Berhad, which comprise the statements of financial position as at 31 March 2026 of the Group and of the Company, and the statements of profit or loss and other comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 109 to 161.

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 March 2026, and of their financial performance and their cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

Basis for Opinion

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

Key audit matter is this matter that, in our professional judgement, were of most significant in our audit of the financial statements of the Group and of the Company for the current financial year. This matter was 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 this matter.

Inventories' valuation net

<u>The risk</u>

Referring to Note 7 to the financial statements. The Group holds a significant amount of inventories which are subject to a risk that the inventories become slow-moving or obsolete, such that they could not be sold or only be sold for selling prices that are less than the carrying value. There is inherent subjectivity and estimation required in determining the accuracy of inventory obsolescence provision and in making an assessment of its adequacy due to risk such as inventories not stated at the lower of cost or net realisable value.

<u>Our response</u>

We tested the methodology for calculating the provisions, challenged the appropriateness and consistency of judgements and assumptions, and considered the nature and suitability of historic data used in estimating the provisions. In doing so, we obtained understanding on the ageing profile of inventories, the process for identifying specific problem inventories and historic loss rates.

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

Independent Auditors' Report (Cont'd)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D)

Information Other than the Financial Statements and Auditors' Report Thereon

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

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

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

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

Responsibilities of the Directors for the Financial Statements

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

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

Auditors' Responsibilities for the Audit of the Financial Statements

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

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.

Independent Auditors' Report (Cont'd)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D)

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

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

- Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.

- Plan and perform the Group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the Group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the Group audit. We remain solely responsible for our audit opinion.

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

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

From the matters communicated with the Directors, we determine those matters that were of most significant 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 the responsibility to any other person for the content of this report.

GRANT THORNTON MALAYSIA PLT
(201906003682 & LLP0022494-LCA)
CHARTERED ACCOUNTANTS (AF 0737)

TAN HOOI SHIN
(NO: 3383/06/2028 J)
CHARTERED ACCOUNTANT

Kuala Lumpur
23 July 2026

STATEMENTS OF FINANCIAL POSITION

AS AT 31 MARCH 2026

	Note	Group 2026 RM	Group 2025 RM	Company 2026 RM	Company 2025 RM
ASSETS					
Non-current assets					
Property, plant and equipment	3	46,285,305	44,032,212	–	–
Right-of-use assets	4	12,235,055	12,548,503	–	–
Intangible assets	5	9,018,720	9,452,943	–	–
Investment in subsidiaries	6	–	–	142,441,401	141,595,641
Total non-current assets		67,539,080	66,033,658	142,441,401	141,595,641
Current assets					
Inventories	7	54,832,199	44,453,394	–	–
Trade receivables	8	17,698,565	17,229,917	–	–
Contract assets	9	256,785	–	–	–
Other receivables	10	7,821,274	6,100,493	41,058	23,158
Other investments	11	1	1	–	–
Derivative financial assets	12	156,762	–	–	–
Tax recoverable		19,369	225,467	18,269	12,638
Cash and bank balances, deposits and placements	13	67,372,107	59,380,190	2,682,987	2,272,809
Total current assets		148,157,062	127,389,462	2,742,314	2,308,605
TOTAL ASSETS		215,696,142	193,423,120	145,183,715	143,904,246

Statements of Financial Position (Cont'd)

	Note	Group 2026 RM	Group 2025 RM	Company 2026 RM	Company 2025 RM
EQUITY AND LIABILITIES					
Equity attributable to owners of the Company					
Share capital	14	129,004,446	127,029,001	129,004,446	127,029,001
Merger deficit	15	(85,789,000)	(85,789,000)	–	–
Reserve	16	248,682	–	248,682	–
Retained earnings		116,658,623	108,306,963	15,691,563	16,641,373
		160,122,751	149,546,964	144,944,691	143,670,374
Non-controlling interest		81,926	–	–	–
Total equity		160,204,677	149,546,964	144,944,691	143,670,374
LIABILITIES					
Non-current liabilities					
Borrowings	17	9,910,501	8,062,474	–	–
Lease liabilities	18	179,532	160,046	–	–
Retirement benefits obligation	19	–	759,779	–	–
Deferred tax liabilities	20	4,946,569	4,992,018	–	–
Total non-current liabilities		15,036,602	13,974,317	–	–
Current liabilities					
Trade payables	21	23,917,133	16,711,294	–	–
Other payables	22	12,837,906	8,409,501	239,024	233,872
Contract liabilities	9	69,646	1,479,067	–	–
Borrowings	17	1,648,177	1,438,051	–	–
Lease liabilities	18	95,071	69,400	–	–
Retirement benefits obligation	19	–	142,888	–	–
Tax payable		1,886,930	1,651,638	–	–
Total current liabilities		40,454,863	29,901,839	239,024	233,872
Total liabilities		55,491,465	43,876,156	239,024	233,872
TOTAL EQUITY AND LIABILITIES		215,696,142	193,423,120	145,183,715	143,904,246

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

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

		Group		Company	
	Note	**2026 RM**	**2025 RM**	**2026 RM**	**2025 RM**
Revenue	23	275,510,255	238,297,759	25,000,000	35,580,000
Cost of sales		(217,112,592)	(200,740,530)	–	–
Gross profit		58,397,663	37,557,229	25,000,000	35,580,000
Other income		1,820,256	7,280,847	2,513	–
Distribution expenses		(129,801)	(163,689)	–	–
Administration expenses		(17,571,430)	(12,181,194)	(1,134,833)	(957,844)
Other expenses		(3,443,844)	(1,597,353)	–	–
Operating profit		39,072,844	30,895,840	23,867,680	34,622,156
Finance income	24	1,383,904	1,107,036	4,546	4,676
Finance costs	25	(46,659)	(28,956)	–	–
Profit before tax	26	40,410,089	31,973,920	23,872,226	34,626,832
Tax expense	27	(7,255,558)	(6,861,421)	(1,091)	(1,122)
Profit for the financial year		33,154,531	25,112,499	23,871,135	34,625,710
Other comprehensive income, net of tax:					
Item that will not be reclassified subsequently to profit or loss					
Remeasurement of defined benefit obligations	19	–	337,507	–	–
Total comprehensive income for the financial year		33,154,531	25,450,006	23,871,135	34,625,710
Profit for the financial year attributable to:-					
Owners of the Company		33,168,323	25,112,499	23,871,135	34,625,710
Non-controlling interest		(13,792)	–	–	–
		33,154,531	25,112,499	23,871,135	34,625,710
Total comprehensive income attributable to:-					
Owners of the Company		33,168,323	25,450,006	23,871,135	34,625,710
Non-controlling interest		(13,792)	–	–	–
		33,154,531	25,450,006	23,871,135	34,625,710
Earnings per share attributable to Owners of the Company (sen):					
Basic	28	7.35	5.58		
Diluted	28	7.29	5.58		

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

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

		Attributable to owners of the Company						
		Non-distributable			Distributable			
	Note	Share capital RM	Merger deficit RM	ESOS reserve RM	Retained earnings RM	Total RM	Non-controlling interest RM	Total RM
Group								
At 1 April 2024		127,029,001	(85,789,000)	–	101,981,957	143,221,958	–	143,221,958
Transaction with owners:								
Dividends	30	–	–	–	(19,125,000)	(19,125,000)	–	(19,125,000)
Profit for the financial year		–	–	–	25,112,499	25,112,499	–	25,112,499
Other comprehensive income - Remeasurement of defined benefit obligations		–	–	–	337,507	337,507	–	337,507
Total comprehensive income for the financial year		–	–	–	25,450,006	25,450,006	–	25,450,006
At 31 March 2025		127,029,001	(85,789,000)	–	108,306,963	149,546,964	–	149,546,964
Transactions with owners:								
Dividends	30	–	–	–	(24,832,985)	(24,832,985)	–	(24,832,985)
Acquisition of non-controlling interest		–	–	–	4,282	4,282	95,718	100,000
Share option granted		–	–	581,560	–	581,560	–	581,560
Issuance of shares pursuant to exercise of share options		1,975,445	–	(320,838)	–	1,654,607	–	1,654,607
Reversal of option reserve pursuant to expiration of share options		–	–	(12,040)	12,040	–	–	–
Total transactions with owners		1,975,445	–	248,682	(24,816,663)	(22,592,536)	95,718	(22,496,818)
Total comprehensive income for the financial year		–	–	–	33,168,323	33,168,323	(13,792)	33,154,531
At 31 March 2026		129,004,446	(85,789,000)	248,682	116,658,623	160,122,751	81,926	160,204,677

Statements of Changes in Equity (Cont'd)

	Note	Non-distributable Share capital RM	Non-distributable ESOS Reserves RM	Distributable Retained earnings RM	Total RM
Company					
At 1 April 2024		127,029,001	–	1,140,663	128,169,664
Transaction with owners:					
Dividends	30	–	–	(19,125,000)	(19,125,000)
Total comprehensive income for the financial year		–	–	34,625,710	34,625,710
At 31 March 2025		127,029,001	–	16,641,373	143,670,374
Transactions with owners:					
Dividends	30	–	–	(24,832,985)	(24,832,985)
Share option granted		–	581,560	–	581,560
Issuance of shares pursuant to exercise of share options		1,975,445	(320,838)	–	1,654,607
Reversal of option reserve pursuant to expiration of share options		–	(12,040)	12,040	–
Total transactions with owners		1,975,445	248,682	(24,820,945)	(22,596,818)
Total comprehensive income for the financial year		–	–	23,871,135	23,871,135
At 31 March 2026		129,004,446	248,682	15,691,563	144,944,691

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

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

	Note	Group 2026 RM	Group 2025 RM	Company 2026 RM	Company 2025 RM
OPERATING ACTIVITIES					
Profit before tax		40,410,089	31,973,920	23,872,226	34,626,832
Adjustments for:					
Amortisation of intangible assets		1,772,767	1,267,637	–	–
Bargain purchase on acquisition of a subsidiary		–	(6,316,298)	–	–
Depreciation of property, plant and equipment		3,813,208	3,338,301	–	–
Depreciation of right-of-use assets		801,941	558,619	–	–
Dividend income		–	–	(25,000,000)	(35,580,000)
Fair value gain on derivative financial assets		(156,762)	–	–	–
Gain on disposal of property, plant and equipment		(128,464)	(17,590)	–	–
Intangible assets written off		506,985	–	–	–
Interest expenses		46,659	28,956	–	–
Interest income		(1,383,904)	(1,107,036)	(4,546)	(4,676)
Inventories written down		34,268	650,933	–	–
Property, plant and equipment written off		712	10	–	–
Reversal of inventories written down		(1,306,805)	–	–	–
Reversal of provisions for onerous contract		(26,328)	–	–	–
Retirement benefit obligations		29,750	207,377	–	–
Share option expenses		581,560	–	135,800	–
Unrealised gain on foreign exchange		(790,096)	(219,804)	–	–
Operating profit/(loss) before working capital changes		44,205,580	30,365,025	(996,520)	(957,844)
Changes in working capital:					
Inventories		(9,106,268)	14,817,435	–	–
Receivables		(2,042,705)	4,815,343	(17,900)	56,142
Payables		11,972,620	(7,295,152)	5,152	15,363
Contract assets/(liabilities)		(1,666,206)	1,479,067	–	–
Cash generated from/(used in) operations		43,363,021	44,181,718	(1,009,268)	(886,339)
Interest received		177,384	5,988	822	4,676
Interest paid		(4,552)	(1,016)	–	–
Retirement benefit obligations paid		(932,417)	(853,579)	–	–
Tax refunded		189,122	–	–	–
Tax paid		(7,048,739)	(4,802,514)	(6,722)	(17,558)
Net cash from/(used in) operating activities		35,743,819	38,530,597	(1,015,168)	(899,221)

Statements of Cash Flows (Cont'd)

	Note	Group		Company	
		2026 RM	2025 RM	2026 RM	2025 RM
INVESTING ACTIVITIES					
Acquisition of a subsidiary		–	(4,182,897)	(400,000)	(13,826,641)
Acquisition of non-controlling interest		100,000	–	–	–
Dividend received		–	–	25,000,000	35,580,000
Interest received		1,206,520	1,101,048	3,724	–
Proceeds from disposal of property, plant and equipment		151,761	17,600	–	–
Purchase of intangible assets		(1,845,529)	(3,054,413)	–	–
Purchase of property, plant and equipment		(6,090,310)	(3,433,588)	–	–
Purchase of right-of-use assets	A	(368,493)	(3,820)	–	–
Net cash (used in)/from investing activities		(6,846,051)	(9,556,070)	24,603,724	21,753,359
FINANCING ACTIVITIES					
Dividends paid		(24,832,985)	(19,125,000)	(24,832,985)	(19,125,000)
Drawdown of term loans		38,423,291	53,104,440	–	–
Issuance of shares		1,654,607	–	1,654,607	–
Interest paid		(42,107)	(26,855)	–	–
Repayment of lease liabilities		(74,843)	(66,232)	–	–
Repayment of term loans		(36,365,138)	(54,465,000)	–	–
Net cash used in financing activities		(21,237,175)	(20,578,647)	(23,178,378)	(19,125,000)
CASH AND CASH EQUIVALENTS					
Net changes		7,660,593	8,395,880	410,178	1,729,138
Effect of exchange rate changes on cash and cash equivalents		331,324	219,450	–	–
Brought forward		59,380,190	50,764,860	2,272,809	543,671
Carried forward	B	67,372,107	59,380,190	2,682,987	2,272,809

NOTES TO THE STATEMENTS OF CASH FLOWS

A. PURCHASE OF RIGHT-OF-USE ASSETS

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Total purchase of right-of-use assets	488,493	3,820	–	–
Less: Acquired under lease arrangement	(120,000)	–	–	–
Cash payment	368,493	3,820	–	–

Statements of Cash Flows (Cont'd)

NOTES TO THE STATEMENTS OF CASH FLOWS (CONT'D)

B. CASH AND CASH EQUIVALENTS

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Cash and bank balances	3,742,669	6,428,795	82,987	2,272,809
Deposits and placements with financial institutions	63,629,438	52,951,395	2,600,000	–
	67,372,107	59,380,190	2,682,987	2,272,809

RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

Group	1 April 2025 RM	Drawdown RM	Repayment RM	31 March 2026 RM
Lease liabilities	229,446	120,000	(74,843)	274,603
Term loans	9,500,525	38,423,291	(36,365,138)	11,558,678
	9,729,971	38,543,291	(36,439,981)	11,833,281

	1 April 2024 RM	Drawdown RM	Repayment RM	Other RM	31 March 2025 RM
Lease liabilities	295,678	–	(66,232)	–	229,446
Term loans	10,860,000	53,104,440	(54,465,000)	1,085	9,500,525
	11,155,678	53,104,440	(54,531,232)	1,085	9,729,971

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

NOTES TO THE FINANCIAL STATEMENTS
– 31 MARCH 2026

1. GENERAL INFORMATION

The Company is a public limited liability company, incorporated and domiciled in Malaysia. The registered office of the Company is located at Level 15-2, Bangunan Faber Imperial Court, Jalan Sultan Ismail, 50250 Kuala Lumpur. The principal place of business of the Company is located at Lot 137, Lingkaran Taman Industri Integrasi Rawang 2, Taman Industri Integrasi Rawang, 48000 Rawang, Selangor Darul Ehsan.

The principal activities of the Company are investment holding and provision of management services.

The principal activities of the subsidiaries are disclosed in Note 6 to the financial statements.

There have been no significant changes in the nature of the principal activities of the Company and of its subsidiaries during the financial year.

The Company is a subsidiary of Iskandar Holdings Sdn. Bhd., a private limited liability company, incorporated and domiciled in Malaysia. The Directors regard Iskandar Holdings Sdn. Bhd. as the holding company.

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

2. BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS

2.1 Statement of compliance

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

2.2 Basis of measurement

The financial statements of the Group and of the Company are prepared under the historical cost convention, except for the equity financial assets that have been measured at fair value.

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date and its measurement assumes that the transaction to sell the asset or transfer the liability takes place either in the principal market for the asset or liability, or in the absence of a principal market, in the most advantageous market for the asset or liability. The principal or the most advantageous market must be accessible to by the Group and the Company.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial market takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group and the Company use valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

Notes to the Financial Statements (Cont'd)

2. BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS (CONT'D)

2.2 Basis of measurement (Cont'd)

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to their fair value measurement as a whole:

Level 1	-	Quoted (unadjusted) market prices in active markets for identical assets or liabilities.
Level 2	-	Valuation techniques for which the lowest level input that is significant to their fair value measurement is directly or indirectly observable.
Level 3	-	Valuation techniques for which the lowest level input that is significant to their fair value measurement is unobservable.

For assets and liabilities that are recognised in the financial statements on a recurring basis, the Group and the Company determine whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to their fair value measurement as a whole) at the end of each reporting period.

For the purpose of fair value disclosures, the Group and the Company have determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of fair value hierarchy as explained above.

2.3 Functional and presentation currency

The financial statements are presented in Ringgit Malaysia ("RM"), which is the Company's functional currency and all values are rounded to the nearest RM except when otherwise stated.

2.4 MFRSs

2.4.1 Adoption of amendments to MFRSs

At the beginning of the current financial year, the Group and the Company adopted amendments to MFRSs which are mandatory for the financial periods beginning on or after 1 April 2025.

Initial application of the applicable amendments to MFRSs did not have any material impact on the financial statements of the Group and of the Company.

2.4.2 Standards issued but not yet effective

The new and amended standards and annual improvements to standards that are issued, but not yet effective, up to the date of issuance of the Group's and the Company's financial statements are disclosed below. The Group and the Company intend to adopt these new and amended standards and annual improvements to standards, if applicable, when they become effective:

Effective for the financial period beginning on or after 1 January 2026:

Amendments to MFRS 9 and MFRS 7	Financial Instruments and Financial Instruments: Disclosures - Amendments to the Classification and Measurement of Financial Instruments
Amendments to MFRS 9 and MFRS 7	Financial Instruments and Financial Instruments: Disclosures - Contracts Referencing Nature -Dependent Electricity
Annual Improvements to MFRS Accounting Standards - Volume 11	

2. BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS (CONT'D)

2.4 MFRSs (Cont'd)

2.4.2 Standards issued but not yet effective (Cont'd)

Effective for financial period beginning on or after 1 January 2027:

MFRS 18	Presentation and Disclosure in Financial Statements
MFRS 19 and Amendments to MFRS 19	Subsidiaries without Public Accountability: Disclosures
Amendments to MFRS 121	The Effects of Changes in Foreign Exchange Rates - Translation to Hyperinflationary Presentation Currency

Amendments to MFRSs - effective date deferred indefinitely:

Amendments to MFRS 10 and MFRS 128	Consolidated Financial Statements and Investments in Associates and Joint Ventures - Sale or Contribution of Assets between an Investor and its Associate or Joint Venture

The initial application of the above mentioned relevant new standards, amendments to standard and annual improvements to standards are not expected to have material financial impacts to the financial statements of the Group and of the Company, except for:

MFRS 18 Presentation and Disclosure in Financial Statements

MFRS 18 will replace MFRS 101 'Presentation of Financial Statements' upon its adoption. MFRS 18 aims to enhance the transparency and comparability of financial information by introducing new disclosure requirements. MFRS 18 introduces new categories and subtotals in the statements of profit or loss and also requires disclosure of management-defined performance measures and includes new requirements for the location, aggregation and disaggregation of financial information. The adoption of MFRS 18 will have no impact on the Group's and the Company's net profit but will result in changes to the presentation and disclosure of information in the financial statements and notes.

2.5 Significant accounting estimates and judgements

Estimates, assumptions concerning the future and judgements are made in the preparation of the financial statements. They affect the application of the Group's and of the Company's accounting policies and reported amounts of assets, liabilities, income and expenses, and disclosures made. Estimates and underlying assumptions are assessed on an on-going basis and are based on experience and relevant factors, including expectations of future events that are believed to be reasonable under the circumstances. The actual results may differ from the judgements, estimates and assumptions made by management, and will seldom equal the estimated results.

2.5.1 Key sources of estimation uncertainty

Information about significant estimates and assumptions that have the most significant effect on recognition and measurement of assets, liabilities, income and expenses are discussed below.

Useful lives of depreciable assets

The management estimates the useful lives of the property, plant and equipment and right-of-use assets to be within 5 to 53 years and reviews the useful lives of depreciable assets at end each of the reporting period. The management assesses that the useful lives represent the expected usage of the assets of the Group. Actual result, however, may vary due to change in the expected level of usage and technology developments, which resulting in adjustment to the assets of the Group.

Notes to the Financial Statements (Cont'd)

2. BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS (CONT'D)

2.5 Significant accounting estimates and judgements (Cont'd)

2.5.1 Key sources of estimation uncertainty (Cont'd)

Inventories

Inventories are measured at the lower of cost and net realisable value. In estimating net realisable values, management takes into account the most reliable evidence available at the times the estimates are made. The Group's core business is subject to economic and social preference which may cause selling prices to change rapidly, and the Group's profit to change.

Impairment of non-financial assets

An impairment loss is recognised for the amount by which the asset's or cash-generating unit's carrying amount exceeds its recoverable amount. To determine the recoverable amount, management estimates expected future cash flows from each cash-generating unit and determines a suitable interest rate in order to calculate the present value of those cash flows.

In the process of measuring expected future cash flows, management makes assumptions about future operating results. The actual results may vary, and may cause significant adjustments to the Group's and the Company's assets within the next financial year.

In most cases, determining the applicable discount rate involves estimating the appropriate adjustment to market risk and the appropriate adjustment to asset-specific risk factors.

Development costs

The Group capitalises costs for product development. Initial capitalisation of costs is based on management's judgement that technological and economic feasibility is confirmed. In determining the amounts to be capitalised, management makes assumptions regarding the expected future cash generation of the project, discount rates to be applied and the expected period of benefits. The carrying amount of the Group's development costs at the end of the reporting year is disclosed in Note 5 to the financial statements.

This amount includes significant investment in the development of an innovative automotive electronics system. Prior to being marketed, it will need to obtain a quality certification issued by the relevant regulatory authorities. The innovative nature of the product gives rise to some uncertainty as to whether the certificate will be obtained.

The development costs of technology systems are amortised on a straight-line basis over their useful lives of 5 years. The Group assesses annually the useful lives of the intangible assets and if the expectation differs from the original estimate, such difference will impact the amortisation expenses in the period in which such estimate had been charged.

2. BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS (CONT'D)

2.5 Significant accounting estimates and judgements (Cont'd)

2.5.1 Key sources of estimation uncertainty (Cont'd)

Provision for expected credit losses ("ECLs") of trade receivables

The Group uses a provision matrix to calculate ECLs for trade receivables. The provision rates are based on the repayment pattern of the customers, customers type and coverage by letters of credit.

The provision matrix is initially based on the Group's historical observed default rates. The Group will calibrate the matrix to adjust the historical credit loss experience with forward-looking information. For instance, if forecast economic conditions (i.e., gross domestic product) are expected to deteriorate over the next year which can lead to an increased number of defaults in the manufacturing sector, the historical default rates are adjusted. 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 ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions. The Group's historical credit loss experience and forecast of economic conditions may also not be representative of customer's actual default in the future.

Retirement benefits

The measurement of retirement benefits is based on a number of assumptions that are determined on an actuarial basis. The assumptions used in the measurement of defined benefit costs and the related liabilities are disclosed in Note 19 to the financial statements. Any changes in these assumptions will have an impact on the carrying amount of the retirement benefits.

Income taxes

Significant judgement is involved in determining the Group's and the Company's 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 recognised tax liabilities based on estimates of whether additional tax will be due. Where the final tax outcome is different from the amounts that were initially recognised, such difference will impact the income tax and deferred tax provisions in the period in which such determination is made.

Deferred tax assets

Deferred tax assets are recognised for all deductible temporary differences, unutilised tax losses, unabsorbed capital allowances and unused tax credits to the extent that it is probable that future taxable profits will be available against which all the deductible temporary differences, unutilised tax losses and unabsorbed capital allowances can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and level of future taxable profits together with future tax planning strategies.

Assumptions about generation of future taxable profits depend on management's estimates of future cash flows. These depend on estimates of future production and sales volume, operating costs, capital expenditure, dividends and other capital management transactions. Judgement is also required about application of income tax legislation. These judgements and assumptions are subject to risks and uncertainty, hence there is a possibility that changes in circumstances will alter expectations, which may impact the amount of deferred tax assets recognised in the statements of financial position and the amount of unrecognised tax losses and unrecognised temporary differences.

Notes to the Financial Statements (Cont'd)

2. BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS (CONT'D)

2.5 Significant accounting estimates and judgements (Cont'd)

2.5.1 Key sources of estimation uncertainty (Cont'd)

Revenue from contracts with customers

Revenue is recognised when or as the control of the asset is transferred to our customers and, depending on the terms of the contract and the applicable laws governing the contract, control of the asset may transfer over time or at a point in time. If control of the asset transfers over time, revenue is recognised over the period of the contract by reference to the progress, based on the physical proportion of contract work-to-date certified by the Group and the customers.

Significant judgement is required in determining the progress based on the certified work-to-date corroborated by the level of completion of the construction and installation based on actual costs incurred to-date over the estimated total construction and installation costs. The total estimated costs are based on approved budgets, which require assessments and judgments to be made on changes in, for example, work scope, changes in costs and costs to completion. In making these judgments, management relies on past experience and the work of specialists. A change in the estimates will directly affect the revenue to be recognised.

Climate-related matters

The long-term consequences of climate changes on financial statements are difficult to predict and require entities to make significant assumptions and develop estimates. Assumptions used by the Group are subject to uncertainties relating to regulatory changes (eg. green taxes adopted by governments), new environmental commitments made by the Group to meet its carbon reduction goals, development of new technologies, depletion of natural resources used to produce telecommunication hardware, etc. Due to these uncertainties, the figures reported in the Group's future financial statements could differ from the estimates established at the time when these financial statements were approved.

2.5.2 Significant management judgement

There is no significant management judgement in applying the accounting policies of the Group and of the Company that have the most significant effect on the financial statements.

Notes to the Financial Statements
(Cont'd)

3. PROPERTY, PLANT AND EQUIPMENT

Group	Freehold land RM	Freehold building and renovation RM	Plant and machinery RM	Motor vehicles RM	Tools, equipment and moulds RM	Furniture and office equipment RM	Total RM
Cost							
At 1 April 2024	3,056,107	26,498,392	13,750,205	1,169,655	15,380,927	4,355,588	64,210,874
Acquisition of a subsidiary	–	–	43,364,664	739,689	–	6,601,059	50,705,412
Additions	–	1,461,389	26,940	254,650	378,910	1,311,699	3,433,588
Disposal	–	–	(56,000)	(158,867)	–	(8,755)	(223,622)
Written off	–	–	(3,100)	–	(701,676)	(559,511)	(1,264,287)
At 31 March 2025	3,056,107	27,959,781	57,082,709	2,005,127	15,058,161	11,700,080	116,861,965
Additions	–	1,119,340	872,747	414,851	2,875,206	808,166	6,090,310
Disposal	–	–	(145,037)	(512,936)	(29,280)	–	(687,253)
Written off	–	–	–	–	–	(2,134)	(2,134)
At 31 March 2026	3,056,107	29,079,121	57,810,419	1,907,042	17,904,087	12,506,112	122,262,888
Accumulated depreciation							
At 1 April 2024	–	1,660,002	6,884,526	884,583	10,977,872	2,040,304	22,447,287
Acquisition of a subsidiary	–	–	41,535,763	729,617	–	6,266,674	48,532,054
Charge for the financial year	–	532,408	1,398,143	154,754	848,760	404,236	3,338,301
Disposal	–	–	(56,000)	(158,864)	–	(8,748)	(223,612)
Written off	–	–	(3,100)	–	(701,676)	(559,501)	(1,264,277)
At 31 March 2025	–	2,192,410	49,759,332	1,610,090	11,124,956	8,142,965	72,829,753
Charge for the financial year	–	565,720	1,568,559	144,163	981,708	553,058	3,813,208
Disposal	–	–	(137,670)	(511,758)	(14,528)	–	(663,956)
Written off	–	–	–	–	–	(1,422)	(1,422)
At 31 March 2026	–	2,758,130	51,190,221	1,242,495	12,092,136	8,694,601	75,977,583
Net carrying amount							
At 31 March 2026	3,056,107	26,320,991	6,620,198	664,547	5,811,951	3,811,511	46,285,305
At 31 March 2025	3,056,107	25,767,371	7,323,377	395,037	3,933,205	3,557,115	44,032,212

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

The freehold buildings of the Group with net carrying amount of RM3,766,377 (2025: RM3,844,843) were pledged to a licensed bank as securities for the bank borrowings as disclosed in Note 17 to the financial statements.

Material accounting policy information

All property, plant and equipment are measured at cost less accumulated depreciation and less any impairment losses. The cost of an item of property, plant and equipment are recognised as an asset if, and only if, it is probable that future economic benefit associated with the item will flow to the Group and the cost of the item can be measured reliably.

Depreciation is recognised on the straight-line method in order to write off the cost of each asset over its estimated useful life. All property, plant and equipment are depreciated based on the estimated useful lives of the assets as follows:

Freehold building and renovation	2%
Plant and machinery	10% - 20%
Motor vehicles	20%
Tools, equipment and moulds	10%
Furniture and office equipment	10% - 20%

Freehold land is not depreciated but is subject to impairment test if there is indication of impairment.

4. RIGHT-OF-USE ASSETS

<u>As a lessee</u>

Set out are the carrying amounts of right-of-use assets recognised and the movements during the financial year:

Group	**Leasehold land RM**	**Building and factory improvement RM**	**Motor vehicles RM**	**Total RM**
Cost				
At 1 April 2024	–	–	508,365	508,365
Acquisition of a subsidiary	4,469,197	18,247,832	–	22,717,029
Additions	–	3,820	–	3,820
At 31 March 2025	4,469,197	18,251,652	508,365	23,229,214
Additions	–	305,238	183,255	488,493
At 31 March 2026	4,469,197	18,556,890	691,620	23,717,707

Notes to the Financial Statements (Cont’d)

4. RIGHT-OF-USE ASSETS (CONT’D)

As a lessee (Cont’d)

Set out are the carrying amounts of right-of-use assets recognised and the movements during the financial year (Cont’d):

Group	Leasehold land RM	Building and factory improvement RM	Motor vehicles RM	Total RM
Accumulated depreciation				
At 1 April 2024	–	–	90,063	90,063
Acquisition of a subsidiary	1,039,198	8,992,831	–	10,032,029
Charge for the financial year	100,208	356,738	101,673	558,619
At 31 March 2025	1,139,406	9,349,569	191,736	10,680,711
Charge for the financial year	150,311	534,686	116,944	801,941
At 31 March 2026	1,289,717	9,884,255	308,680	11,482,652
Net carrying amount				
At 31 March 2026	3,179,480	8,672,635	382,940	12,235,055
At 31 March 2025	3,329,791	8,902,083	316,629	12,548,503

The motor vehicles above are held under lease arrangements and pledged as security for the related lease liabilities.

Material accounting policy information

The Group recognises right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost less accumulated depreciation and any impairment losses, and adjusted for any remeasurement of lease liabilities.

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful life of the assets, as follows:

Leasehold land	53 years
Building and factory improvement	2% - 20%
Motor vehicles	20%

The Group has elected not to recognise right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less and leases of low-value assets. The Group recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

Notes to the Financial Statements (Cont'd)

5. INTANGIBLE ASSETS

Group	Development costs RM	System in progress RM	Total RM
Cost			
At 1 April 2024	11,100,402	–	11,100,402
Additions	2,994,514	59,899	3,054,413
At 31 March 2025	14,094,916	59,899	14,154,815
Additions	1,839,590	5,939	1,845,529
Written off	(506,985)	–	(506,985)
At 31 March 2026	15,427,521	65,838	15,493,359
Accumulated amortisation			
At 1 April 2024	3,434,235	–	3,434,235
Charge for the financial year	1,267,637	–	1,267,637
At 31 March 2025	4,701,872	–	4,701,872
Charge for the financial year	1,772,767	–	1,772,767
At 31 March 2026	6,474,639	–	6,474,639
Net carrying amount			
At 31 March 2026	8,952,882	65,838	9,018,720
At 31 March 2025	9,393,044	59,899	9,452,943

The development costs are incurred for developing new technology system.

Material accounting policy information

Development costs have finite useful life and are amortised over the period of 5 years on a straight-line basis when is available for use/sales.

6. INVESTMENT IN SUBSIDIARIES

	Company 2026 RM	Company 2025 RM
Unquoted shares, at cost	141,995,641	141,595,641
Options granted to employees of subsidiaries	445,760	–
	142,441,401	141,595,641

6. INVESTMENT IN SUBSIDIARIES (CONT'D)

The particulars of the subsidiaries are as follows:

Name of companies	Principal place of business	Principal activities	Effective equity interest 2026 %	2025 %
Held by the Company				
Betamek Electronics (M) Sdn. Bhd.	Malaysia	Providing full-service electronics manufacturing services starting from design, development, and manufacturing to marketing of electronic products and components for the automation and consumer markets.	100	100
Betamek Research Sdn. Bhd.	Malaysia	Engaged in research and development services provider, commercialisation and product development and electric vehicle (EV) solutions.	100	100
Betamek Sanshin (M) Sdn. Bhd. ("BSSB") (formerly known as Sanshin (Malaysia) Sdn. Bhd.)	Malaysia	Manufacturing and assembling of tuners, car stereos, cooler unit of machine and related electronic parts and trading as an international procurement centre.	100	100
BZH Innovation Sdn. Bhd.	Malaysia	Dormant.	80	–
Held by Betamek Research Sdn. Bhd.				
BZH Innovation Sdn. Bhd.	Malaysia	Dormant.	–	100

2026

<u>Additional investment in a subsidiary</u>

On 1 July 2025, a wholly-owned subsidiary of the Company, Betamek Research Sdn. Bhd subscribed additional 375,000 units of enlarge ordinary shares representing 80% equity interest in BZH Innovation Sdn. Bhd. for a total cash consideration of RM375,000. On 10 March 2026, BZH Innovation Sdn. Bhd. was transferred to become a direct 80% owned subsidiary of the Company.

2025

<u>Acquisition/Incorporation of subsidiaries</u>

(i) On 13 May 2024, a wholly-owned subsidiary of the Company, Betamek Research Sdn. Bhd. had incorporated a wholly-owned subsidiary, BZH Innovation Sdn. Bhd., with cash subscription of RM1.

(ii) On 28 June 2024, the Company acquired 15,600,000 units of ordinary shares representing 100% equity interest in BSSB for a total cash consideration of RM13,826,641.

(iii) On 28 March 2025, BZH Innovation Sdn. Bhd. issue 24,999 new ordinary shares which was acquired by a wholly-owned subsidiary of the Company, Betamek Research Sdn. Bhd. for a cash consideration of RM24,999.

Notes to the Financial Statements (Cont'd)

6. INVESTMENT IN SUBSIDIARIES (CONT'D)

2025 (Cont'd)

Acquisition/Incorporation of subsidiaries (Cont'd)

The fair value of the identifiable assets and liabilities of BSSB as at the date of acquisition was as follow:

	2025 RM
Property, plant and equipment	2,173,358
Right-of-use assets	12,685,000
Inventories	2,773,190
Trade receivables	4,005,216
Other receivables	562,620
Tax recoverable	201,926
Cash and bank balances	9,643,744
Total assets	32,045,054
Deferred tax liabilities	1,252,317
Retirement benefits obligation	1,886,376
Trade payables	2,761,916
Other payables	6,001,506
Total liabilities	11,902,115
Total identifiable net assets and liabilities	20,142,939
Gain on bargain purchase	(6,316,298)
Total cash consideration	13,826,641
Purchase consideration settled in cash and cash equivalents	13,826,641
Less: Cash and cash equivalents	(9,643,744)
Net cash outflows arising from acquisition of a subsidiary	4,182,897

Impact of the acquisition on the statements of profit or loss and other comprehensive income

From the date of acquisition, BSSB has contributed loss of RM271,833 to the Group's profit after tax. If the acquisition had taken place at the beginning of the financial year, BSSB loss after tax would have been RM8,111,630.

Non-controlling interest

There is no non-controlling interest to be disclosed as it is immaterial to the financial statements.

Material accounting policy information

Investment in subsidiaries, which are eliminated on consolidation, are stated in the Company's statement of financial position at cost less any impairment losses.

7. INVENTORIES

	Group 2026 RM	2025 RM
<u>At cost:</u>		
Raw materials	36,166,080	30,248,693
Work-in-progress	10,638,816	7,747,915
Finished goods	8,027,303	6,456,786
	54,832,199	44,453,394
Recognised in profit or loss:		
Inventories recognised as cost of sales	194,047,660	185,284,075
Inventories written down	34,268	650,933
Reversal of inventories written down	(1,306,805)	–

Material accounting policy information

Inventories are stated at the lower of cost and net realisable value. Cost of raw materials is determined using weighted average and finished goods include direct materials, direct labour and an appropriate proportion of manufacturing overheads. Cost includes the original purchase price plus direct cost of bringing these inventories to their present condition and location.

8. TRADE RECEIVABLES

The trade receivables are non-interest bearing and are recognised at their original invoice amounts which represent their fair values on initial recognition.

The normal credit terms granted to the customers ranging from 15 to 90 days (2025: 15 to 90 days). Other credit terms are assessed and approved by the management on case-by-case basis.

9. CONTRACT ASSETS/(LIABILITIES)

	Group 2026 RM	2025 RM
Contract assets		
Contract cost assets	256,785	–
Contract liabilities		
Advance billings	(69,646)	(1,479,067)

Contract cost assets relate to the cost incurred or enhanced resources of the Group that will be used in satisfying performance obligation in the future.

The contract cost assets are initially measured at cost and amortised on a systematic basis that is consistent with the pattern of revenue recognition to which the asset relates. An impairment loss is recognised in profit or loss when the carrying amount of the contract cost assets exceeds the expected revenue less expected costs that will be incurred.

Notes to the Financial Statements (Cont'd)

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

Contract liabilities primarily relate to the Group's obligation to transfer good or services to customer for which the consideration has been received or receivable from the customer. Contract liabilities have decreased as contract fulfilment costs incurred exceeded advance billings at the reporting date, reflecting the progress of ongoing contracts.

The advance billings received are expected to be recognised as revenue within 1 month (2025: 1 month) when the Group completed the remaining performance obligations under the contract.

10. OTHER RECEIVABLES

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Non-trade receivables	191,285	151,505	–	–
Deposits	2,372,408	1,485,593	1,000	7,400
Advances to suppliers	4,614,745	3,990,388	–	–
Prepayments	642,836	473,007	40,058	15,758
	7,821,274	6,100,493	41,058	23,158

11. OTHER INVESTMENTS

	Group	
	2026 RM	2025 RM
<u>Financial assets at fair value</u>		
Unquoted shares outside Malaysia	1	1

The fair value of unquoted shares is determined based on the valuation techniques supported by available inputs comprising precedent transaction for similar financial instruments.

12. DERIVATIVE FINANCIAL ASSETS

	Group	
	Contract/ Notional amount RM	Fair value gain RM
Forward currency contracts		
2026	6,464,662	156,762
2025	–	–

The Group uses forward currency contracts to manage foreign transaction exposure and they have maturity period of less than 12 months.

These contracts are not designated as cash flow hedge or fair value hedge as they are not qualified for hedge accounting. The contract period is consistent with the currency transaction exposure and fair value changes exposure.

13. CASH AND BANK BALANCES, DEPOSITS AND PLACEMENTS

	Group		Company	
	2026 RM	**2025 RM**	**2026 RM**	**2025 RM**
Cash and bank balances	3,742,669	6,428,795	82,987	2,272,809
Deposits and placements with financial institutions	63,629,438	52,951,395	2,600,000	–
	67,372,107	59,380,190	2,682,987	2,272,809

The deposits and placements with financial institutions of the Group and of the Company will mature within 1 to 90 days and 1 to 31 days (2025: 1 to 89 days and Nil) respectively with interest rates ranging from 1.50% to 4.45% and 2.30% to 3.30% (2025: 1.90% to 4.40% and Nil) per annum respectively.

14. SHARE CAPITAL

	Group and Company			
	Number of ordinary shares		Amount	
	2026 Unit	**2025 Unit**	**2026 RM**	**2025 RM**
At 1 April	450,000,000	450,000,000	127,029,001	127,029,001
Issued of share pursuant to:				
Exercise of share option	4,583,400	–	1,975,445	–
At 31 March	454,583,400	450,000,000	129,004,446	127,029,001

The holders of ordinary shares are entitled to receive dividend as and when declared by the Company. All ordinary shares carry one vote per share without restrictions and rank equally with regard to the Company's residual assets.

15. MERGER DEFICIT

The merger deficit arises as and when the combination take place. It comprises the difference between the cost of merger and the nominal value of shares acquired in Betamek Electronics (M) Sdn. Bhd. in prior financial years.

16. RESERVE

<u>ESOS reserve</u>

	Group and Company	
	2026 RM	**2025 RM**
At 1 April	–	–
Additions	581,560	–
Share-based payment transactions	(320,838)	–
Lapsed	(12,040)	–
At 31 March	248,682	–

Notes to the Financial Statements (Cont'd)

16. RESERVE (CONT'D)

The ESOS reserve presents the equity-settled share options granted to Directors and employees of the Group and of the Company. The ESOS reserve is made up of the cumulative value of services received from employees recorded over the resting period commencing from the grant date of the share options and is reduced by the expiry or exercise of the share options. The salient terms and key assumption in deriving the fair values of the ESOS are disclosed in Note 29 to the financial statements.

17. BORROWINGS

	Group	
	2026 RM	**2025 RM**
Secured		
Non-current		
Term loans	9,910,501	8,062,474
Current		
Term loans	1,648,177	1,438,051
	11,558,678	9,500,525

The borrowings of the Group are secured by:

(i) Corporate guarantee by the Company; and
(ii) A legal charge over the Group's freehold buildings for certain term loans as per disclosed in Note 3 to the financial statements.

The interest rates of term loans of the Group are ranging from 4.20% to 6.60% (2025: 4.45% to 4.95%) per annum.

18. LEASE LIABILITIES

	Group	
	2026 RM	**2025 RM**
Non-current	179,532	160,046
Current	95,071	69,400
	274,603	229,446

The maturity analysis of lease liabilities is disclosed in Note 34.2.2 to the financial statements.

18. LEASE LIABILITIES (CONT'D)

The following amounts are recognised in profit or loss:

	Group	
	2026 **RM**	**2025** **RM**
Depreciation of right-of-use assets	801,941	558,619
Interest expense on lease liabilities	10,474	12,428
Short-term leases	255,549	447,552
	1,067,964	1,018,599

The total cash outflows for leases of the Group amounted to RM340,866 (2025: RM526,212).

The effective interest rates of lease liabilities of the Group are ranging from 4.17% to 4.77% (2025: 4.63% to 4.77%) per annum.

19. RETIREMENT BENEFIT OBLIGATIONS

	Group	
	2026 **RM**	**2025** **RM**
Non-current	–	759,779
Current	–	142,888
	–	902,667

The Group operates an unfunded, defined benefit Retirement Benefit Scheme ('the Scheme') for its eligible employees. Under the Scheme, eligible employees are all full time employees who joined the Group before 1 October 2003 and have worked in the Group for at least 5 years. Eligible employees are entitled to retirement benefits of 15 days over 26 days of average of last 12 months' basic salary for each year of employment with the Group on attainment of the retirement age of 60. The retirement benefit is paid as a lump sum as per benefit amount. As of 31 March 2026, the Group had terminated the scheme.

The amounts recognised in the statements of profit or loss and other comprehensive income are as follows:

	Group	
	2026 **RM**	**2025** **RM**
Current service cost	29,750	97,947
Interest cost	–	109,430
Total included in staff costs	29,750	207,377

Notes to the Financial Statements (Cont'd)

19. RETIREMENT BENEFIT OBLIGATIONS (CONT'D)

Movement in the net liability recognised in the statements of financial position are as follows:

	Group	
	2026 RM	**2025 RM**
Brought forward	902,667	–
Acquisition of a subsidiary	–	1,886,376
Remeasurement	29,750	207,377
Actuarial gain	–	(337,507)
Amount paid	(932,417)	(853,579)
Carried forward	–	902,667

Principal actuarial assumptions used are as follows:

	Group	
	2026 %	**2025 %**
Discount rate	–	4.60
Salary increase rate	–	5.00

20. DEFERRED TAX LIABILITIES

	Group	
	2026 RM	**2025 RM**
Brought forward	4,992,018	2,901,000
Acquisition of a subsidiary	–	1,252,317
Recognised in profit or loss	(45,449)	838,701
Carried forward	4,946,569	4,992,018

20. DEFERRED TAX LIABILITIES (CONT'D)

The balance in the deferred tax liabilities is made up of temporary differences arising from:

Group	Property, plant and equipment RM	Right-of-use assets RM	Intangible assets RM	Provisions RM	Unabsorbed capital allowance RM	Total RM
At 1 April 2024	3,332,000	14,000	743,000	(1,188,000)	–	2,901,000
Acquisition of a subsidiary	425,800	1,252,317	–	(127,800)	(298,000)	1,252,317
Recognised in profit or loss	(300)	(35,299)	729,000	206,800	(61,500)	838,701
At 31 March 2025	3,757,500	1,231,018	1,472,000	(1,109,000)	(359,500)	4,992,018
Recognised in profit or loss	535,400	(52,449)	(53,000)	(346,000)	(129,400)	(45,449)
At 31 March 2026	4,292,900	1,178,569	1,419,000	(1,455,000)	(488,900)	4,946,569

21. TRADE PAYABLES

The normal trade credit terms granted to the Group by the suppliers ranging from 30 to 90 days (2025: 30 to 90 days).

22. OTHER PAYABLES

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Non-trade payables	1,226,474	1,570,837	50,274	51,122
Accruals	11,124,387	6,699,279	188,750	182,750
Deposit received	458,596	–	–	–
Provisions for onerous contract	5,088	129,016	–	–
Sales and service tax payable	23,361	10,369	–	–
	12,837,906	8,409,501	239,024	233,872

Notes to the Financial Statements (Cont'd)

23. REVENUE

	Group		Company	
	2026 RM	**2025 RM**	**2026 RM**	**2025 RM**
Revenue from contracts with customers				
Sales of goods	270,927,394	232,187,278	–	–
Contract revenue	4,582,861	6,110,481	–	–
Revenue from other sources of income				
Dividend income	–	–	25,000,000	35,580,000
	275,510,255	238,297,759	25,000,000	35,580,000
Timing of recognition				
At point in time	270,927,394	232,187,278	–	–
Over time	4,582,861	6,110,481	–	–
	275,510,255	238,297,759	–	–
Primary geographical market:				
- Malaysia	242,037,831	233,674,077	–	–
- Hong Kong	30,330,243	114,583	–	–
- Singapore	3,482	–	–	–
- Japan	3,138,699	4,509,099	–	–
	275,510,255	238,297,759	–	–

23.1 Performance obligation

Information about the Group's and the Company's performance obligations are summarised below:

Sales of goods

The performance obligation of sales of goods is satisfied upon delivery of the goods. There were no obligations for rebates, returns, warranty and other similar or related obligations.

Contract revenue

The performance obligation is satisfied over time and payment is generally due upon completion of installation and acceptance of the customer. In some contracts, short-term advances are required before the installation service is provided.

Contract value yet to be recognised as revenue

As at the reporting date, revenue expected to be recognised in the future relating to performance obligations that are unsatisfied (or partially unsatisfied) of the Group are RM4,582,861 (2025: RM9,165,722). The Group expected to recognise this revenue over the next 12 to 24 months.

23.2 Revenue from other sources

Dividend income

Dividend income is recognised in profit or loss on the date that the Company's right to receive payment is established.

Notes to the Financial Statements (Cont'd)

24. FINANCE INCOME

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Interest income:				
- Deposits and placements with financial institutions	1,206,520	1,101,048	3,724	–
- Bank balances	177,384	5,988	822	4,676
	1,383,904	1,107,036	4,546	4,676

25. FINANCE COSTS

	Group	
	2026 RM	2025 RM
Interest expenses:		
- Lease liabilities	10,474	12,428
- Term loans	31,633	15,512
- Banker's acceptance	2,366	–
- Trust receipts	2,186	1,016
	46,659	28,956

26. PROFIT BEFORE TAX

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

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Charging:				
Auditors' remuneration:				
- Statutory audit	172,000	176,000	45,000	41,000
- Others	2,000	3,000	2,000	3,000
Local affiliate of Grant Thornton Malaysia PLT:				
- Others	5,800	–	2,200	–
Amortisation of intangible assets	1,772,767	1,267,637	–	–
Directors' fee	235,000	235,000	235,000	235,000
Depreciation of property, plant and equipment	3,813,208	3,338,301	–	–
Depreciation of right-of-use assets	801,941	558,619	–	–
Expenses relating to short-term leases	255,549	447,552	–	–
Intangible assets written off	506,985	–	–	–
Inventories written down	34,268	650,933	–	–
Property, plant and equipment written off	712	10	–	–
Realised loss on foreign exchange	1,097,303	326,344	–	–

Notes to the Financial Statements (Cont’d)

26. PROFIT BEFORE TAX (CONT’D)

Profit before tax has been determined after charging/(crediting), amongst others items, the following (Cont’d):

	Group		Company	
	2026 RM	**2025 RM**	**2026 RM**	**2025 RM**
Crediting:				
Dividend income:				
- Unquoted shares in Malaysia	–	–	(25,000,000)	(35,580,000)
Fair value gain derivative financial assets	(156,762)	–	–	–
Gain on disposal of property, plant and equipment	(128,464)	(17,590)	–	–
Reversal of inventories written down	(1,306,805)	–	–	–
Reversal of provisions for onerous contract	(26,328)	–	–	–
Realised gain on foreign exchange	(1,136)	(390,030)	–	–
Unrealised gain on foreign exchange	(790,096)	(219,804)	–	–

27. TAX EXPENSE

	Group		Company	
	2026 RM	**2025 RM**	**2026 RM**	**2025 RM**
Current tax				
- Current financial year	7,499,613	6,694,414	1,091	1,112
- (Over)/Under provision in prior financial year	(198,606)	(671,694)	–	10
	7,301,007	6,022,720	1,091	1,122
Deferred tax				
- Current financial year	8,551	200,701	–	–
- (Over)/Under recognised in prior financial year	(54,000)	638,000	–	–
	(45,449)	838,701	–	–
	7,255,558	6,861,421	1,091	1,122

Notes to the Financial Statements (Cont'd)

27. TAX EXPENSE (CONT'D)

Malaysian income tax is calculated at statutory tax rate of 24% (2025: 24%) of the estimated assessable profits for the financial year.

The numerical reconciliations between the effective tax rate and the statutory tax rate of the Group and of the Company are as follows:

	Group		Company	
	2026 RM	**2025 RM**	**2026 RM**	**2025 RM**
Profit before tax	40,410,089	31,973,920	23,872,226	34,626,832
Tax at Malaysian statutory tax rate of 24%	9,698,421	7,673,741	5,729,334	8,310,440
Tax effects in respect of:				
Expenses not deductible for tax purposes	755,228	631,172	271,757	229,872
(Over)/Under provision of tax expense in prior financial year	(198,606)	(671,694)	–	10
(Over)/Under recognised of deferred tax liabilities in prior financial year	(54,000)	638,000	–	–
Movement of deferred tax not recognised	(2,698,544)	162,893	–	–
Income not subject to tax	(246,941)	(1,572,691)	(6,000,000)	(8,539,200)
	7,255,558	6,861,421	1,091	1,122

Deferred tax assets have not been recognised in respect of these items (stated as gross) as it is not probable that future taxable profits will be available against which the Group can utilise the benefits therefrom.

	Group	
	2026 RM	**2025 RM**
Inventories	17,678	15,023,856
Retirement benefits obligations	–	902,667
Provisions	3,460,293	759,150
Unutilised business losses	11,448,016	11,051,427
Unabsorbed capital allowances	2,392,503	825,327
	17,318,490	28,562,427

The expiry of the unutilised business losses is as follows:

	Group	
	2026 RM	**2025 RM**
Year of assessment ("YA")		
YA 2033	3,115,826	3,115,826
YA 2034	2,852,480	2,852,480
YA 2035	5,083,121	5,083,121
YA 2036	396,589	–
	11,448,016	11,051,427

Notes to the Financial Statements (Cont'd)

28. EARNINGS PER SHARE

(a) Basic earnings per ordinary share

Basic earnings per share are calculated by dividing profit for the financial year attributable to ordinary equity holders of the Company by the weighted average number of ordinary shares in issue during the financial year, excluding treasury shares and including mandatorily convertible instruments held by the Company.

Profits attributable to equity holders of the Company

	Group	
	2026 RM	**2025 RM**
Profit used for the computation of basic:		
- Profit attributable to equity holders of the Company	33,168,323	25,112,499
Weighted average number of ordinary shares after deducting treasury shares used for the computation of basic	451,269,303	450,000,000
Basic earnings per ordinary share (sen)	7.35	5.58

(b) Diluted earnings per ordinary share

For purpose of calculation of diluted earnings per share, the Group's 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 have been adjusted for the dilutive effects of all potential ordinary shares arising from the assumed exercise of the share options under the ESOS.

	Group	
	2026 RM	**2025 RM**
Profit used for the computation of diluted:		
- Profit attributable to equity holders of the Company	33,168,323	25,112,499
Weighted average number of ordinary shares after deducting treasury shares used for the computation of basic	451,269,303	450,000,000
Effect of dilution from assumed exercise of share options	3,552,600	–
Adjusted weighted average number of ordinary shares in issue	454,821,903	450,000,000
Diluted earnings per ordinary shares (sen)	7.29	5.58

29. EMPLOYEE'S SHARE OPTION SCHEME ("ESOS")

At an Annual General meeting held on 28 August 2025, the Company's shareholders approved the establishment of Long Term Incentive Plan ("LTIP") comprising an ESOS for the eligible Directors and employees of the Group and of the Company. The ESOS shall be in force for a period of five (5) years commencing from 9 September 2025 and will expire on 8 September 2030.

The salient features of the ESOS are as follows:

(i) the total number of new Betamek Shares to be issued pursuant to the exercise of the ESOS Options shall not exceed the Maximum Limit and the ESOS Committee shall not be obliged in any way to offer an Eligible Person an ESOS Option for all the specified maximum number of Betamek Shares the Eligible Person is entitled to under the Proposed ESOS;

(ii) not more than 10% of the total number of Betamek Shares to be issued under the Proposed ESOS shall be allocated to any Eligible Person who, either singly or collectively through persons connected with them, holds 20% or more of the total number of issued shares of the Company (excluding treasury shares, if any);

(iii) the Director or employee shall have attained the age of 18 years on the Date of Offer and shall neither be an undischarged bankrupt nor subject to any bankruptcy proceedings;

(iv) the Exercise Price shall be determined by the Board upon recommendation of the ESOS Committee based on the five (5)-day volume weighted average market price of the Betamek Shares immediately preceding the Date of Offer, with a discount of not more than 10% or such other percentage of discount as may be permitted by Bursa Securities and/or any other relevant authorities from time to time;

(v) the options shall not carry any voting rights at any general meeting of the Company and shall not be entitled to any dividends, rights and/or other distributions; and

(vi) the new shares to be allotted and issued upon exercise of any option shall upon allotment rank pari passu in all respects with the existing shares of the Company.

The movements in the number of options granted during the financial year over unissued ordinary shares and the weighted average exercise prices are as follows:

			Option over number of ordinary shares			
Grant date	**Exercise price**	**As at 1.4.2025**	**Granted and Vested**	**Exercised**	**Forfeited and Lapsed**	**As at 31.3.2026**
22 September 2025	RM0.361	–	41,540,000	(4,583,400)	(1,292,000)	35,664,600

The fair values of share options granted were measured using the Black-Scholes option pricing model of grant date and for key inputs to that model used to measure the fair value were as follows:

Grant date	22 September 2025
Share price at grant date (RM)	0.42
Exercise price (RM)	0.36
Average volatility (%)	27.83

Notes to the Financial Statements (Cont'd)

30. DIVIDENDS

	Group		Company	
	2026 RM	**2025 RM**	**2026 RM**	**2025 RM**
In respect of the financial year ended 31 March 2026:				
First single tier dividend of 1 sen per ordinary share, paid on 20 August 2025	4,500,000	–	4,500,000	–
Second single tier dividend of 1.25 sen per ordinary share, paid on 12 December 2025	5,661,430	–	5,661,430	–
Third single tier dividend of 1.25 sen per ordinary share, paid on 12 March 2026	5,671,555	–	5,671,555	–
In respect of the financial year ended 31 March 2025:				
First single tier dividend of 1 sen per ordinary share, paid on 23 August 2024	–	4,500,000	–	4,500,000
Second single tier dividend of 1.25 sen per ordinary share, paid on 12 December 2024	–	5,625,000	–	5,625,000
Third single tier dividend of 1 sen per ordinary share, paid on 19 March 2025	–	4,500,000	–	4,500,000
Fourth single tier dividend of 1 sen per ordinary share, paid on 26 June 2025	4,500,000	–	4,500,000	–
Final single tier dividend of 1 sen per ordinary share, paid on 12 September 2025	4,500,000	–	4,500,000	–
In respect of the financial year ended 31 March 2024:				
Final single tier dividend of 1 sen per ordinary share, paid on 12 September 2024	–	4,500,000	–	4,500,000
	24,832,985	19,125,000	24,832,985	19,125,000

The Directors recommend a fourth single tier interim dividend of 1.25 sen per ordinary share amounting to net dividend payment of RM5,701,805 in respect of the current financial year is paid on 19 June 2026. The financial statements for the current financial year do not reflect this dividend and will be accounted for in equity as an appropriation of retained earnings in the financial year ended 31 March 2027.

The Directors propose the payment of a final single-tier dividend of 1.25 sen per ordinary share amounting to net dividend payment of approximately RM5.8 million in respect of the current financial year. The proposed final dividend is subject to the approval of the shareholders at the forthcoming Annual General Meeting of the Company and has not been included as liability in the financial statements. Upon approval by the shareholders, the cash dividend payment will be accounted for in equity as an appropriation of retained earnings during the financial year ending 31 March 2027.

31. EMPLOYEE BENEFITS EXPENSE

	Group		Company	
	2026 RM	**2025 RM**	**2026 RM**	**2025 RM**
Staffs' remuneration				
Salaries and other emoluments	30,458,286	23,723,319	–	–
Defined contribution plans	2,530,572	2,079,404	–	–
	32,988,858	25,802,723	–	–
Directors' remuneration				
Salaries and other emoluments	1,941,009	1,692,992	145,800	10,000
Defined contribution plans	71,740	67,260	–	–
	2,012,749	1,760,252	145,800	10,000
	35,001,607	27,562,975	145,800	10,000

The estimate monetary value of benefits-in-kind received by Directors other than cash from the Group amounted to RM40,389 (2025: RM28,125).

32. RELATED PARTY DISCLOSURES

Related party transactions

The significant related party transactions of the Group and of the Company are as follows:

	Group		Company	
	2026 RM	**2025 RM**	**2026 RM**	**2025 RM**
Dividend received from subsidiaries	–	–	25,000,000	35,580,000
Payments made on behalf to a subsidiary	–	–	1,505	1,661,737
Rental expenses paid to holding company	144,000	144,000	–	–

There is no outstanding balance arising from related party transactions as at the reporting date.

Notes to the Financial Statements (Cont'd)

32. RELATED PARTY DISCLOSURES

Compensation of key management personnel

Key management personnel are 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 and entity that provides key management personnel services to the Group and the Company.

Key management includes all the Directors of the Company and its subsidiaries and certain members of senior management of the Group and of the Company.

	Group		Company	
	2026 RM	**2025 RM**	**2026 RM**	**2025 RM**
Directors' fee	235,000	235,000	235,000	235,000
Directors' remuneration	2,012,749	1,760,252	145,800	10,000
	2,247,749	1,995,252	380,800	245,000
Key management personnel:				
Salaries and other emoluments	1,614,509	1,660,146	–	–
Defined contribution plans	198,054	196,079	–	–
	1,812,563	1,856,225	–	–
	4,060,312	3,851,477	380,800	245,000

The estimate monetary value of benefits-in-kind received by key management other than cash from the Group amounted to RM62,549 (2025: RM50,642).

33. CAPITAL COMMITMENT

	Group	
	2026 RM	**2025 RM**
Authorised and contracted for:		
- Property, plant and equipment	1,359,444	630,609
- Right-of-use assets	696,590	–
	2,056,034	630,609

34. FINANCIAL INSTRUMENTS

34.1 Categories of financial instruments

The table below provides an analysis of financial instruments categorised as follows:

(i) Amortised cost ("AC"); and
(ii) Financial assets at fair value through profit or loss ("FVTPL")

	Carrying amount RM	AC RM	FVTPL RM
Group			
2026			
Financial assets			
Trade receivables	17,698,565	17,698,565	–
Other receivables*	7,178,438	7,178,438	–
Other investments	1	–	1
Derivative financial assets	156,762	–	156,762
Cash and bank balances, deposits and placements	67,372,107	67,372,107	–
	92,405,873	92,249,110	156,763
Financial liabilities			
Trade payables	23,917,133	23,917,133	–
Other payables#	12,814,545	12,814,545	–
Borrowings	11,558,678	11,558,678	–
	48,290,356	48,290,356	–
2025			
Financial assets			
Trade receivables	17,229,917	17,229,917	–
Other receivables*	5,627,486	5,627,486	–
Other investments	1	–	1
Cash and bank balances, deposits and placements	59,380,190	59,380,190	–
	82,237,594	82,237,593	1
Financial liabilities			
Trade payables	16,711,294	16,711,294	–
Other payables#	8,399,132	8,399,132	–
Borrowings	9,500,525	9,500,525	–
	34,610,951	34,610,951	–

34. FINANCIAL INSTRUMENTS (CONT'D)

34.1 Categories of financial instruments (Cont'd)

The table below provides an analysis of financial instruments categorised as follows (Cont'd):

	Carrying amount RM	AC RM	FVTPL RM
Company			
2026			
Financial assets			
Other receivables*	1,000	1,000	–
Cash and bank balances, deposits and placements	2,682,987	2,682,987	–
	2,683,987	2,683,987	–
Financial liability			
Other payables	239,024	239,024	–
2025			
Financial assets			
Other receivables*	7,400	7,400	–
Cash and bank balances, deposits and placements	2,272,809	2,272,809	–
	2,280,209	2,280,209	–
Financial liability			
Other payables	233,872	233,872	–

* excluded prepayments
\# excluded sales and service tax payable

34.2 Financial risk management

The Group and the Company are exposed to financial risks arising from their operations and the use of financial instruments. They have established policies and procedures to ensure effective management of credit risk, liquidity risk, interest rate risk and foreign currency risk.

34. FINANCIAL INSTRUMENTS (CONT'D)

34.2 Financial risk management (Cont'd)

The main areas of financial risks faced by the Group and the Company and the policy in respect of the major areas of treasury activity are set out as follows:

34.2.1 Credit risk

Credit risk refers to the risk that a counterparty will default in its contractual obligations resulting in financial loss to the Group and the Company. For other financial assets, the Group and the Company adopt the policy of dealing with reputable institutions.

Following are the areas where the Group and the Company are exposed to credit risk.

Exposure to credit risk

Maximum exposure of the Group and of the Company to credit risk is limited to the carrying amount of financial assets recognised at reporting date, as summarised below:

	Group		Company	
	2026 RM	**2025 RM**	**2026 RM**	**2025 RM**
Classes of financial assets:				
Trade receivables	17,698,565	17,229,917	–	–
Other receivables	7,178,438	5,627,486	1,000	7,400
Cash and bank balances, deposits and placements	67,372,107	59,380,190	2,682,987	2,272,809
	92,249,110	82,237,593	2,683,987	2,280,209

The credit risk concentration profile by geographical on trade receivables of the Group as at the reporting date is as follows:

	Group			
	2026		2025	
	RM	**%**	**RM**	**%**
By country				
Malaysia				
2 customers (2025: 2 customers)	10,429,381	59	11,850,295	69
Hong Kong				
1 customer (2025: Nil)	4,361,402	25	–	–

Notes to the Financial Statements (Cont'd)

34. FINANCIAL INSTRUMENTS (CONT'D)

34.2 Financial risk management (Cont'd)

34.2.1 Credit risk (Cont'd)

Receivables

Recognition and measurement of impairment loss

In managing credit risk of trade receivables, the Group manages its debtors and takes appropriate actions to recover long overdue balances. For trade receivables' credit term that are past due but not impaired, the Group's debt recovery process is the Group will initiate a structured debt recovery process which is monitored via management reporting procedures.

The Group applies the simplified approach under MFRS 9 to measure expected credit losses, which uses a lifetime expected credit losses for all trade receivables. The Group evaluates the credit losses on a case-by-case basis.

The Group assesses the expected loss rates based on historical payment profiles of the trade receivables and the corresponding historical credit losses experienced. The historical loss rates are adjusted to reflect current and forward-looking information on factors affecting the financial capability of the debtor and default or significant delay in payments. No significant changes to estimation techniques or assumptions were made during the reporting period.

At each reporting date, the Group assesses whether any of the trade receivables are credit impaired. The gross carrying amounts of credit impaired trade receivables are written off (either partially or in full) to the extent that there is no realistic prospect of recovery. This is generally the case when the Group determines 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. Trade receivables that are written off are still subjected to enforcement activities.

As at the reporting date, the management is of the opinion that all necessary impairment that is required has been provided for and trade receivables have not been impaired are credit worthy debtors whereby impairment is not required.

None of the Group's financial assets are secured by collateral or other credit enhancements.

34. FINANCIAL INSTRUMENTS (CONT'D)

34.2 Financial risk management (Cont'd)

34.2.1 Credit risk (Cont'd)

Receivables (Cont'd)

Recognition and measurement of impairment loss (Cont'd)

Set out below is the information about the credit risk exposure and ECLs on the Group's trade receivables as follows:

	Gross carrying amount RM	Expected credit loss RM	Net carrying amount RM
Group			
2026			
Not past due	16,927,004	–	16,927,004
Past due 1 to 30 days	758,507	–	758,507
Past due 31 to 60 days	13,054	–	13,054
	17,698,565	–	17,698,565
2025			
Not past due	16,684,299	–	16,684,299
Past due 1 to 30 days	545,586	–	545,586
Past due 31 to 60 days	32	–	32
	17,229,917	–	17,229,917

Other receivables

As at the end of the reporting period, there was no indication that other receivables are not recoverable.

Cash and bank balances, deposits and placements

The credit risk for cash and bank balances, deposits and placements is considered low, since the counterparties are reputable financial institutions with high quality external credit ratings and have no history of default. Consequently, the Group and the Company are of the view that the loss allowance is not material and hence, it is not provided for.

34.2.2 Liquidity risk

Liquidity risk is the risk that the Group and the Company will not be able to meet their financial obligations as and when they fall due, due to shortage of funds.

In managing its exposures to liquidity risk that arises principally from its various payables, borrowings and lease liabilities, the Group and the Company maintains a level of cash and cash equivalents and bank facilities deemed adequate by the management to ensure, as far as possible that they will have sufficient liquidity to meet its liabilities as and when they fall due.

Notes to the Financial Statements (Cont'd)

34. FINANCIAL INSTRUMENTS (CONT'D)

34.2 Financial risk management (Cont'd)

34.2.2 Liquidity risk (Cont'd)

The Group and the Company aim at maintaining a balance of sufficient cash and deposits and flexibility in funding by keeping diverse sources of committed and uncommitted credit facilities from various banks.

The summary of the maturity profile based on the contractual undiscounted repayment obligations is as follow:

	Carrying amount RM	Contractual cash flows RM	Current Within 1 year RM	← Non-current → 1 to 5 years RM	More than 5 years RM
Group					
2026					
Trade payables	23,917,133	23,917,133	23,917,133	–	–
Other payables	12,814,545	12,814,545	12,814,545	–	–
Borrowings	11,558,678	13,118,407	2,108,796	9,045,910	1,963,701
Lease liabilities	274,603	247,200	78,660	168,540	–
	48,564,959	50,097,285	38,919,134	9,214,450	1,963,701
2025					
Trade payables	16,711,294	16,711,294	16,711,294	–	–
Other payables	8,399,132	8,399,132	8,399,132	–	–
Borrowings	9,500,525	10,913,927	1,817,388	7,720,683	1,375,856
Lease liabilities	229,446	247,200	78,660	168,540	–
	34,840,397	36,271,553	27,006,474	7,889,223	1,375,856
Company					
2026					
Other payables	239,024	239,024	239,024	–	–
Corporate guarantee*	–	11,558,678	11,558,678	–	–
2025					
Other payables	233,872	233,872	233,872	–	–
Corporate guarantee*	–	9,500,525	9,500,525	–	–

* This exposure is included in liquidity risk for illustration only. No financial guarantee was called upon by the holders as at the end of the reporting period.

The above amounts reflect the contractual undiscounted cash flows, which may differ from the carrying values of financial liabilities at the reporting date.

34. FINANCIAL INSTRUMENTS (CONT'D)

34.2 Financial risk management (Cont'd)

34.2.3 Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Group's and of the Company's financial instruments will fluctuate because of changes in market interest rates.

The Group's and the Company's fixed rate borrowings are exposed to a risk of change in their fair value due to changes in interest rates. The Group's and the Company's variable rate borrowings are exposed to the risk of change in cash flows due to changes in interest rates. Short-term receivables and payables are not significantly exposed to interest rate risk.

The Group's and the Company's interest rate management objective is to manage interest expenses consistent with maintaining an acceptable level of exposure to interest rate fluctuation. In order to achieve this objective, the Group and the Company target a mix of fixed and floating debts based on assessment of its existing exposure and desired interest rate profile.

The interest rate profile of the Group's and of the Company's significant interest-bearing financial instruments, based on carrying amounts as at the reporting date is as follows:

	Group	
	2026 RM	**2025 RM**
Fixed rate instruments		
Financial asset		
Deposits and placements with financial institutions	63,629,438	52,951,395
Financial liability		
Lease liabilities	(274,603)	(229,446)
Net financial assets	63,354,835	52,721,949
Floating rate instrument		
Financial liability		
Term loans	(11,558,678)	(9,500,525)

Cash flows sensitivity analysis for fixed rate instruments

The Group and the Company do not account for any fixed rate financial assets and financial liabilities at fair value through profit or loss. Therefore, a change in interest rates as at the reporting date would not affect profit or loss.

Notes to the Financial Statements (Cont'd)

34. FINANCIAL INSTRUMENTS (CONT'D)

34.2 Financial risk management (Cont'd)

34.2.3 Interest rate risk (Cont'd)

Cash flow sensitivity analysis for variable rate instrument

The following table illustrates the sensitivity of profit/equity to a reasonably possible change in interest rate of +/-50 (2025: +/-50) basis points ("bp"). These changes are considered to be reasonably possible based on observation of current market conditions. The calculations are based on a change in the average market interest rate for each period, and the financial instrument held at each reporting date that is sensitive to changes in interest rate. All other variables are held constant.

	Group Impact on profit/equity (Decrease)/Increase	
	+50bp RM	**-50bp RM**
2026	(57,793)	57,793
2025	(47,503)	47,503

34.2.4 Foreign currency risk

The Group is exposed to foreign currency risk as a result of their normal operating activities, where the currency denomination differs from the local currency, Ringgit Malaysia ("RM"). The Group's policy is to keep the foreign exchange exposure to an acceptable level.

To mitigate the Group's exposure to foreign currency risk, the Group enters into forward currency contracts with appropriate notional amounts to economically hedge its anticipated foreign currency exposures.

The Group is exposed to transactional currency risk primarily through costs of sales that are denominated in a currency other than the functional currency to which they related. The currency giving rise to this risk is primarily United States Dollar ("USD"), Singapore Dollar ("SGD"), Chinese Yuan ("CNY"), Japanese Yen ("JPY") and Euro ("EURO").

Foreign currency denominated financial assets and financial liabilities which expose the Group to currency risk are disclosed below. The amount shown is those reported to key management translated into RM at the closing rate:

	Group	
	2026 RM	**2025 RM**
Denominated in USD		
Trade receivables	4,682,506	1,739,356
Other receivables	762,582	504,745
Cash and bank balances, deposits and placements	11,542,049	2,839,866
Trade payables	(13,959,103)	(5,963,888)
	3,028,034	(879,921)

34. FINANCIAL INSTRUMENTS (CONT'D)

34.2 Financial risk management (Cont'd)

34.2.4 Foreign currency risk (Cont'd)

Foreign currency denominated financial assets and financial liabilities which expose the Group to currency risk are disclosed below. The amount shown is those reported to key management translated into RM at the closing rate: (Cont'd)

	Group	
	2026 **RM**	**2025** **RM**
Denominated in SGD		
Cash and bank balances, deposits and placements	54,601	46,973
Trade payables	(380,084)	(305,095)
	(325,483)	(258,122)
Denominated in CNY		
Other receivables	118,384	–
Cash and bank balances, deposits and placements	1,197,967	53,604
Trade payables	(3,881,932)	(3,947,895)
	(2,565,581)	(3,894,291)
Denominated in JPY		
Cash and bank balances, deposits and placements	3,950	7,247
Denominated in EURO		
Cash and bank balances, deposits and placements	45,262	46,759

Foreign currency sensitivity analysis

The following table illustrates the sensitivity of profit/equity with regards to the Group's financial assets and financial liabilities and the RM/USD, RM/SGD, RM/CNY, RM/JPY and RM/EURO exchange rate assuming all other things being equal. A 1% (2025: 1%) change in the RM/USD, RM/SGD, RM/CNY, RM/JPY and RM/EURO exchange rate at the reporting is deemed possible. Both of these percentages have been determined based on average market volatility in exchange rates in the previous 12 months.

The sensitivity analysis is based on the Group's foreign currency financial instruments held at each reporting date and also takes into account forward exchange contracts that offset effects from changes in currency exchange rates. If the RM had strengthened/weakened against the USD, SGD, CNY, JPY and EURO, then the impact would be as follows:

	Group Impact on profit/equity (Decrease)/Increase	
	+1% **RM**	**-1%** **RM**
RM/USD		
2026	(30,280)	30,280
2025	8,799	(8,799)

Notes to the Financial Statements (Cont'd)

34. FINANCIAL INSTRUMENTS (CONT'D)

34.2 Financial risk management (Cont'd)

34.2.4 Foreign currency risk (Cont'd)

Foreign currency sensitivity analysis (Cont'd)

The sensitivity analysis is based on the Group's foreign currency financial instruments held at each reporting date and also takes into account forward exchange contracts that offset effects from changes in currency exchange rates. If the RM had strengthened/weakened against the USD, SGD, CNY, JPY and EURO, then the impact would be as follows: (Cont'd)

	Group Impact on profit/equity (Decrease)/Increase	
	+1%	**-1%**
	RM	**RM**
RM/SGD		
2026	3,255	(3,255)
2025	2,581	(2,581)
RM/CNY		
2026	25,656	(25,656)
2025	38,943	(38,943)
RM/JPY		
2026	(40)	40
2025	(72)	72
RM/EURO		
2026	(453)	453
2025	(468)	468

34.3 Fair value of financial instruments

The carrying amounts of financial assets and financial liabilities of the Group and of the Company at the reporting date approximate their fair values due to their short-term nature or that they are floating rate instruments that are re-priced to market interest rates on or near the reporting date or immaterial discounting impact.

34. FINANCIAL INSTRUMENTS (CONT'D)

33.4 Fair value hierarchy

The following table provides an analysis of financial instruments that are measured subsequent to initial recognition at fair value, grouped into Levels 1 to 3 based on the degree to which the fair value is observable.

- Level 1 - fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities.

- Level 2 - fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e., as prices) or indirectly (i.e., derived from prices).

- Level 3 - fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs).

	Level 1 RM	Level 2 RM	Level 3 RM	Total RM
Group				
2026				
Financial assets at FVTPL				
Derivative financial assets	–	156,762	–	156,762
Other investments	–	–	1	1
2025				
Financial assets at FVTPL				
Other investments	–	–	1	1

There was no transfer between Level 1 and Level 3 in 2026 and 2025.

Notes to the Financial Statements (Cont'd)

35. OPERATING SEGMENTS

Business segments

The Group has arrived at six (2025: five) reportable segments that are organised and managed separately according to the nature of products and technological requirements, which require different business and marketing strategies. The reportable segments are summarised as follows:

Business segments	Business activities
Vehicle audio and visual products	Design and manufacture of vehicle audio products and components comprising car infotainment systems and audio video accessories.
Vehicle accessories	Design and manufacture of vehicle accessories such as air conditioning control panels, USB chargers, mirror switches, switch clusters and power sockets.
Connectivity modules	Design and manufacture of connectivity modules for electric vehicles, including the provision of associated software development and integration services.
Consumer electronics	Manufacture of consumer electronics products and components used in the production of home appliances such as the Frequency Agile Ultra High Frequency (UHF) wireless system and Printed Circuit Board Assemblies (PCBAs) for home appliances.
Industrial instruments	Manufacture of industrial instruments or components used in the manufacturing of industrial instruments such as cooler units for machinery and Printed Circuit Board Assemblies (PCBAs) for machineries and equipments.
Investment holding	Investment holding and provision of management services.

The Group has aggregated certain operating segments to form a reportable segment due to the similar nature and operational characteristics of the products.

The Group evaluates performance on the basis of profit or loss from operations before tax.

Management monitors the operating results of its business units separately for the purpose of making decisions about resources allocation and performance assessment. Segment performance is evaluated based on operating profit or loss which, in certain respects as explained in the table below, is measured differently from operating profit or loss in the financial statements.

Inter-segment revenue is priced along the same lines as sales to external customers and is eliminated in the financial statements. These policies have been applied consistently throughout the financial years.

The inter-segment assets are adjusted against the segment assets to arrive at total assets reported in the statements of financial position.

Notes to the Financial Statements (Cont'd)

35. OPERATING SEGMENTS (CONT'D)

Business segments (Cont'd)

	Note	Vehicle audio and visual products RM	Vehicle accessories RM	Connectivity modules RM	Consumer electronics RM	Industrial instruments RM	Investment holding RM	Elimination RM	Total RM
2026									
Revenue									
External revenue		173,190,540	75,239,960	7,671,099	5,564,503	13,844,153	–	–	275,510,255
Inter-segment revenue	(i)	–	–	–	–	–	25,000,000	(25,000,000)	–
Total revenue		173,190,540	75,239,960	7,671,099	5,564,503	13,844,153	25,000,000	(25,000,000)	275,510,255
Results									
Finance income									(1,383,904)
Finance costs									46,659
Amortisation of intangible assets									1,772,767
Depreciation of property, plant and equipment									3,813,208
Depreciation of right-of-use assets									801,941
Other non-cash income	(ii)								(1,255,180)
Tax expense									7,255,558
Segment profit	(iii)								31,817,286
Assets									
Unallocated segment assets	(iv)								206,677,422
Additions to non-current assets	(v)								8,424,332
Liabilities									
Unallocated segment liabilities	(vi)								36,824,685

35. OPERATING SEGMENTS (CONT'D)

Business segments (Cont'd)

	Note	Vehicle audio and visual products RM	Vehicle accessories RM	Consumer electronics RM	Industrial instruments RM	Investment holding RM	Elimination RM	Total RM
2025								
Revenue								
External revenue		170,211,499	51,323,264	5,983,028	10,779,968	–	–	238,297,759
Inter-segment revenue	(i)	–	–	–	–	35,580,000	(35,580,000)	–
Total revenue		170,211,499	51,323,264	5,983,028	10,779,968	35,580,000	(35,580,000)	238,297,759
Results								
Finance income								(1,107,036)
Finance costs								28,956
Amortisation of intangible assets								1,267,637
Depreciation of property, plant and equipment								3,338,301
Depreciation of right-of-use assets								558,619
Other non-cash income	(ii)							(5,695,372)
Tax expense								6,861,421
Segment profit	(iii)							24,034,419
Assets								
Unallocated segment assets	(iv)							183,970,177
Additions to non-current assets	(v)							6,491,821
Liabilities								
Unallocated segment liabilities	(vi)							27,502,529

Notes to the nature of adjustments and eliminations to arrive at amount reported in the financial statements.

35. OPERATING SEGMENTS (CONT'D)

Business segments (Cont'd)

(i) Inter-segment revenues are eliminated on consolidation.

(ii) Other major non-cash (income)/expenses consist of the followings items are presented in the respective notes to the financial statements:

	2026 RM	2025 RM
Bargain purchase on acquisition of a subsidiary	–	(6,316,298)
Fair value gain on derivative financial assets	(156,762)	–
Gain on disposal of property, plant and equipment	(128,464)	(17,590)
Intangible asset written off	506,985	–
Inventories written down	34,268	650,933
Reversal inventories written down	(1,306,805)	–
Reversal of provisions for onerous contract	(26,328)	–
Property, plant and equipment written off	712	10
Retirement benefit obligations	29,750	207,377
Share option expenses	581,560	–
Unrealised gain on foreign exchange	(790,096)	(219,804)
	(1,255,180)	(5,695,372)

(iii) The following items are added to/(deducted from) segment profit to arrive at "profit after tax" presented in the statements of profit or loss:

	2026 RM	2025 RM
Segment profit	31,817,286	24,034,419
Finance income	1,383,904	1,107,036
Finance costs	(46,659)	(28,956)
Profit after tax	33,154,531	25,112,499

(iv) The following items are added to segment assets to arrive at total assets reported in the statements of financial position:

	2026 RM	2025 RM
Segment assets	206,677,422	183,970,177
Intangible assets	9,018,720	9,452,943
Total assets	215,696,142	193,423,120

Notes to the Financial Statements (Cont'd)

35. OPERATING SEGMENTS (CONT'D)

Business segments (Cont'd)

(v) Additions to non-current assets other than the financial instruments and deferred tax assets consist of:

	2026 RM	2025 RM
Property, plant and equipment	6,090,310	3,433,588
Right-of-use assets	488,493	3,820
Intangible assets	1,845,529	3,054,413
	8,424,332	6,491,821

(vi) The following items are added to segment liabilities to arrive at total liabilities reported in the statements of financial position:

	2026 RM	2025 RM
Segment liabilities	36,824,685	27,502,529
Deferred tax liabilities	4,946,569	4,992,018
Lease liabilities	274,603	229,446
Borrowings	11,558,678	9,500,525
Tax payable	1,886,930	1,651,638
Total liabilities	55,491,465	43,876,156

Geographical information

Revenue information by geographical segments are disclosed in Note 23 to the financial statements.

Non-current assets information by geographical segments are not presented as the Group's activities are located and conducted principally in Malaysia.

35. OPERATING SEGMENTS (CONT'D)

Information about major customers

The following are the major customers with revenue equal to or more than ten percent of revenue of the Group:

	RM	%	Operating segment
2026			
Customer A	115,039,286	42	Vehicle audio, visual products and vehicle accessories
Customer B	98,876,937	36	Vehicle audio, visual products and vehicle accessories
Customer C	29,484,040	10	Vehicle accessories
	243,400,263	88	
2025			
Customer A	112,240,117	47	Vehicle audio, visual products and vehicle accessories
Customer B	94,472,426	40	Vehicle audio, visual products and vehicle accessories
	206,712,543	87	

36. CAPITAL MANAGEMENT

Total capital managed at the Group's and the Company's level are the shareholders' fund as shown in the statements of financial position.

The primary objective of the Group's and of the Company's capital management are to ensure that they maintain a strong credit rating and healthy capital ratio in order to support their business and maximise shareholders' value.

The Group and the Company manage their capital structure and make adjustments to it, in light of changes in economic conditions including the interest rate movements. To maintain or adjust the capital structure, the Group and the Company may adjust the dividend payment to shareholders, return capital to shareholders, sell assets to reduce debt or issue new share capital.

No changes were made in the objective, policies or processes during the financial year and prior financial years.

LIST OF PROPERTIES

PROPERTIES OWNED BY OUR GROUP

No	Address	Description	Land Area	Date of Acquisition	Age of Property	Net book value as at 31 March 2026 (RM'000)
1	Lot 137, Lingkaran Taman Industri Integrasi Rawang 2, Taman Industri Integrasi Rawang, 48000 Rawang, Selangor	Industrial land and a 2-storey factory building with a single storey ancillary building erected thereon/ Headquarters of Betamek comprising office and factory/freehold	14,583 sq m	05.04.1995	31 years	20,148
2	No. 2, Jalan Indah 1, Taman Industri Indah, 48000 Rawang, Selangor	3-storey shop offices/ Research & development office/freehold	241 sq m	27.11.2023	3 years	2,478
3	No. 2A, Jalan Indah 1, Taman Industri Indah, 48000 Rawang, Selangor	2-storey shop offices/ Research & development office/freehold	181 sq m	27.11.2023	3 years	1,288
4	Lot 54, Bakar Arang Industrial Estate, 08000 Sungai Petani, Kedah	Industrial land and 1 unit of double-storey factory and 1 unit of single-storey factory/ leasehold	14,164 sq m	30.09.1988	38 years	6,993
5	Lot 55, Bakar Arang Industrial Estate, 08000 Sungai Petani, Kedah	Industrial land and 2 units of single-storey factory and other ancillary buildings/ leasehold	6,475 sq m	31.03.1986	40 years	2,164
6	Lot 56, Bakar Arang Industrial Estate, 08000 Sungai Petani, Kedah	Industrial land and 1 unit of double-storey warehouse and 1 unit of single-storey warehouse/leasehold	4,249 sq m	31.03.1989	37 years	2,397

ANALYSIS OF SHAREHOLDINGS

AS PER RECORD OF DEPOSITORS AS AT 30 JUNE 2026

Total number of issued shares	:	456,613,400 ordinary shares
Class of shares	:	Ordinary shares
Voting rights	:	One vote per ordinary share

DISTRIBUTION OF SHAREHOLDINGS

Size of Shareholdings	No. of Holders	%	Total Holdings	%
Less than 100 shares	10	0.31	62	Negligible
100 - 1,000 shares	587	18.06	275,938	0.06
1,001 - 10,000 shares	1,406	43.25	8,111,400	1.77
10,001 - 100,000 shares	1,055	32.45	35,967,200	7.88
100,001 to less than 5% of issued shares	191	5.87	96,389,900	21.11
5% and above of issued shares	2	0.06	315,868,900	69.18
TOTAL	**3,251**	**100.00**	**456,613,400**	**100.00**

SUBSTANTIAL SHAREHOLDERS' SHAREHOLDINGS

	No. of Shares Held			
Name of Substantial Shareholders	Direct Interest	%	Deemed Interest	%
Iskandar Holdings Sdn. Bhd.	315,868,900	69.18	–	–
Mirzan bin Mahathir	900,000	0.20	315,868,900[(1)]	69.18

Note:-

(1) Deemed interest by virtue of his direct shareholding in Iskandar Holdings Sdn. Bhd. pursuant to Section 8 of the Companies Act 2016

DIRECTORS' SHAREHOLDINGS

	Ordinary Shares No. of Shares held			
Name of Directors	Direct Interest	%	Deemed Interest	%
Ahmad Subri bin Abdullah	33,000	0.01	–	–
Mirzan bin Mahathir	900,000	0.20	315,868,900[(1)]	69.18
Muhammad Fauzi bin Abd Ghani	6,579,000	1.44	–	–
Azlina binti Abdul Aziz	69,000	0.02	–	–
Yap Suan See	400,000	0.09	–	–
Mohd Shahriman bin Mohd Sidek	760,000	0.17	–	–

Note:-

(1) Deemed interest by virtue of his direct shareholding in Iskandar Holdings Sdn. Bhd. pursuant to Section 8 of the Companies Act 2016

Analysis of Shareholdings (Cont'd)

LIST OF THIRTY (30) LARGEST SHAREHOLDERS

No.	Name of Shareholders	No. of Shares Held	%
1.	Iskandar Holdings Sdn. Bhd.	203,368,900	44.54
2.	CGS International Nominees Malaysia (Tempatan) Sdn. Bhd. Pledged Securities Account for Iskandar Holdings Sdn. Bhd. (MI0078)	112,500,000	24.64
3.	Alliancegroup Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account for Chin Chin Seong (7014455)	8,100,000	1.77
4.	Muhammad Fauzi Bin Abd Ghani	6,579,000	1.44
5.	Ong Chee Joon	6,094,000	1.33
6.	RHB Capital Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account For Fong Siling (CEB)	4,600,000	1.01
7.	Chin Chin Seong	3,000,000	0.66
8.	HSBC Nominees (Asing) Sdn. Bhd. - J.P. Morgan Securities PLC	2,921,600	0.64
9.	Nor' Azrin Bin Nusi	2,757,800	0.60
10.	Tay Yoke Theng	2,353,000	0.52
11.	Federlite Holdings Sdn. Bhd.	2,140,600	0.47
12.	Megat Iskandar Hashim Bin Ismail	1,884,900	0.41
13.	Chong Chiew Tshung	1,300,000	0.28
14.	Public Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account For Heng Sue Khe (E-BPT/EDU)	1,273,500	0.28
15	Maybank Nomimees (Tempatan) Sdn. Bhd. - Khoe Hai Chuan	1,106,000	0.24
16.	Cartaban Nominees (Asing) Sdn. Bhd. Exempt An For Interactive Brokers (U.K.) Limited (Client)	1,097,300	0.24
17.	TA Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account For Ser Toh Chon Chien	1,050,000	0.23
18.	Tamyne Menon A/P Haridas	1,019,600	0.22
19.	Lee Beng Choo	1,000,800	0.22
20.	Hong Yeam Wah	1,000,000	0.22
21.	Phillip Nominees (Tempatan) Sdn. Bhd. Exempt An For Phillip Capital Management Sdn. Bhd.	990,000	0.22
22.	Mirzan bin Mahathir	900,000	0.20
23.	Mohammad Amirul bin Rahim	860,800	0.19
24.	Yip Seong Yee	848,000	0.19
25.	CGS International Nominees Malaysia (Tempatan) Sdn. Bhd. Pledged Securities Account For Lai Kee Ming (J GOPENG-CL)	822,800	0.18
26.	Starview Restoran Sdn. Bhd.	800,000	0.18
27.	Heu Bee Yen	776,800	0.17
28.	Mohd Shahriman Bin Mohd Sidek	760,000	0.17
29.	Liow Yun Chun	700,000	0.15
30.	Sim Poh Sean	700,000	0.15

NOTICE OF FIFTH ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the Fifth ("5th") Annual General Meeting ("AGM") of the Company will be held at Nice Banquet Hall, No 6, Jalan BJ 1, Taman Belmas Johan, 48000 Rawang, Selangor Darul Ehsan, Malaysia on Thursday, 27 August 2026 at 10:00 a.m. for the following purposes:-

AGENDA

AS ORDINARY BUSINESS

1. To receive the Audited Financial Statements for the financial year ended 31 March 2026 together with the Reports of the Directors and Auditors thereon. **Explanatory Note 1**

2. To approve the payment of a final single-tier dividend of 1.25 sen per ordinary share for the financial year ended 31 March 2026. **Ordinary Resolution 1**

3. To approve the fees up to an aggregate amount of RM300,000 and benefits of up to RM20,000 payable to the Non-Executive Directors of the Company for the period from 28 August 2026 until the next AGM of the Company and the payment thereof. **Ordinary Resolution 2**

4. To re-elect the Director, Encik Muhammad Fauzi bin Abd Ghani, who retires by rotation in accordance with Clause 102 of the Company's Constitution. **Ordinary Resolution 3**

5. To re-elect the Director, Encik Mirzan bin Mahathir, who retires by rotation in accordance with Clause 102 of the Company's Constitution. **Ordinary Resolution 4**

6. To re-appoint Grant Thornton Malaysia PLT as the Auditors of the Company to hold office until the conclusion of the next Annual General Meeting and to authorise the Directors to fix the Auditors' remuneration. **Ordinary Resolution 5**

AS SPECIAL BUSINESS

To consider and, if thought fit, to pass the following resolution with or without modification:

7. **AUTHORITY TO ALLOT SHARES PURSUANT TO SECTIONS 75 AND 76 OF THE COMPANIES ACT 2016 AND WAIVER OF PRE-EMPTIVE RIGHTS** **Ordinary Resolution 6**

   "THAT pursuant to Sections 75 and 76 of the Companies Act 2016, and subject to the approval from other relevant governmental/regulatory authorities, the Directors be and are hereby empowered to allot shares in the Company from time to time and upon such terms and conditions and for such purposes as the Directors may deem fit provided that the aggregate number of shares allotted pursuant to this resolution does not exceed 10% of the total number of issued shares of the Company at the time of submission to the authority and that such authority shall continue in force until the conclusion of the next Annual General Meeting of the Company AND THAT the Directors be and are hereby also empowered to obtain the approval from Bursa Malaysia Securities Berhad ("Bursa Securities") for the listing of and quotation of the additional shares so allotted.

   AND THAT pursuant to Section 85 of the Companies Act 2016 to be read together with Clause 63 of the Company's Constitution, approval be and is hereby to waive the statutory pre-emptive rights of the shareholders of the Company to be offered with new Company shares ranking equally to the existing issued Company shares arising from any issuance of the new Company shares pursuant to Sections 75 and 76 of the Companies Act 2016."

Notice of Fifth Annual General Meeting (Cont'd)

8. **PROPOSED AUTHORITY FOR THE COMPANY TO PURCHASE ITS OWN SHARES OF UP TO 10% OF THE TOTAL NUMBER OF ISSUED SHARES OF THE COMPANY ("PROPOSED SHARE BUY-BACK AUTHORITY")** **Ordinary Resolution 7**

"THAT subject always to the provisions of the Companies Act 2016 ("Act"), the Constitution of the Company, the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa Securities") and other relevant statutory and/or regulatory requirements, the Company be authorised, to the fullest extent permitted by law, to buy-back such number of ordinary shares in the Company as may be determined by the Directors of the Company from time to time, through Bursa Securities, upon such terms and conditions as the Directors may deem fit and expedient in the interests of the Company, provided that:

(a) the aggregate number of ordinary shares which may be purchased by the Company ("Purchased Shares") or held as treasury shares shall not exceed 10% of the total number of issued shares of the Company at any point in time;

(b) the maximum amount of funds to be allocated by the Company for the purpose of purchasing its ordinary shares shall not exceed the total amount of retained profits of the Company at the time of purchase; and

(c) the authority conferred by this resolution will be effective immediately upon the passing of this resolution and shall continue to be in force until:

   (i) the conclusion of the next AGM of the Company following the forthcoming 5th AGM at which the authorisation is obtained, at which time the said authority will lapse unless, by ordinary resolution passed at that meeting, the authority is renewed, either unconditionally or subject to conditions; or

   (ii) the expiration of the period within which the next AGM is required to be held pursuant to Section 340(2) of the Act (but shall not extend to such extension as may be allowed pursuant to Section 340(4) of the Act); or

   (iii) revoked or varied by ordinary resolution passed by the shareholders in a general meeting,

   whichever occurs first.

THAT upon the completion of the Proposed Share Buy-Back Authority, the Directors be and are hereby empowered to deal with the shares so purchased in the following manner:

(a) distribute the Purchased Shares as dividends to the shareholders, such dividends to be known as "share dividends";
(b) resell the Purchased Shares or any of the Purchased Shares in accordance with the relevant rules of Bursa Securities;
(c) transfer the Purchased Shares or any of the Purchased Shares for the purposes of or under an employees' share scheme;
(d) transfer the Purchased Shares or any of the Purchased Shares as purchase consideration;
(e) cancel the Purchased Shares or any of the said shares;
(f) sell, transfer or otherwise use the Purchased Shares for such other purposes as the Minister charged with the responsibility for companies may by order prescribe; or
(g) in any other manner permitted by the Act, rules, regulations and orders made pursuant to the Act and the requirements of Bursa Securities and any other relevant authority for the time being in force.

AND THAT authority be and is hereby unconditionally and generally given to the Directors of the Company, to take all such steps as are necessary or expedient to implement, finalise and give full effect to the purchase of the Company's own shares, with full power to assent to any conditions, modifications, variations and/or amendments as may be imposed by the relevant authorities and with full power to do all such acts and things thereafter in accordance with the Act, the provisions of the Company's Constitution and the guidelines issued by Bursa Securities and any other relevant authorities."

9. To transact any other business which may properly be transacted at an Annual General Meeting for which due notice shall have been given.

NOTICE OF DIVIDEND ENTITLEMENT AND PAYMENT

NOTICE IS HEREBY GIVEN THAT a final single-tier dividend of 1.25 sen per ordinary share for the financial year ended 31 March 2026, if approved, will be paid on 12 October 2026. The entitlement date for the payment is 1 October 2026.

A depositor shall qualify for entitlement only in respect of:-

(a) Shares transferred into the Depositor's Securities Account before 4:30 p.m. on 1 October 2026 in respect of transfer; and

(b) Shares bought on Bursa Securities on a cum entitlement basis according to the Rules of Bursa Securities.

BY ORDER OF THE BOARD

LIM SECK WAH (MAICSA 0799845)
(SSM PRACTICING CERTIFICATE NO. 202008000054)
KONG MEI KEE (MAICSA 7039391)
(SSM PRACTICING CERTIFICATE NO. 202008002882)
Company Secretaries

Kuala Lumpur

Dated this 29th day of July 2026

NOTES:

(i) For the purpose of determining a member who shall be entitled to attend, speak and vote at the Annual General Meeting, the Company shall be requesting the Record of Depositors as at 20 August 2026. Only a depositor whose name appears on the Record of Depositors as at 20 August 2026 shall be entitled to attend the said meeting or appoint proxies to attend, speak and vote on his/her stead.

(ii) A member shall be entitled to appoint up to two (2) proxies to attend and vote in his place. Where a member appoints two (2) proxies, he shall specify the proportion of his holdings to be represented by each proxy. All voting will be conducted by way of poll.

(iii) (a) Where a member of the Company is an authorised nominee as defined under the Securities Industry (Central Depositories) Act 1991, it may appoint at least one (1) proxy in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account.

(b) Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one 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.

Notice of Fifth Annual General Meeting (Cont'd)

(iv) If the appointer is a corporation, the proxy form must be executed under its Common Seal or under the hand of its attorney.

(v) The instrument appointing a proxy and the power of attorney, if any, under which it is signed or a certified copy thereof must be deposited at the Company's registered office at Level 15-2, Bangunan Faber Imperial Court, Jalan Sultan Ismail, 50250 Kuala Lumpur or email to mega-sharereg@megacorp.com.my or by electronic lodgement at https://www.equiti.my not less than forty-eight (48) hours before the time set for holding the meting or any adjournment thereof. For those who have emailed the proxy form, please submit the original at any time before the time appointed for the meeting or to the registration staff on the meeting day for the Company's record. For further information on the electronic lodgement of the Form of Proxy, kindly refer to the Administrative Notes.

(vi) **PERSONAL DATA NOTICE**

By submitting the duly executed Form of Proxy, a member and his/her proxy consent to the Company (and/or its agents/service providers) collecting, using and disclosing the personal data therein in accordance with the Personal Data Protection Act 2010 for this meeting and at any adjournment thereof.

EXPLANATORY NOTES ON ORDINARY BUSINESS AND SPECIAL BUSINESS

1. The Audited Financial Statements are meant for discussion only and do not require the approval of shareholders.

2. Ordinary Resolution 2 - Payment of Directors' Fees and Benefits Payable

   The Board of Directors ("Board") wishes to seek shareholders' approval on the fees up to an aggregate amount of RM300,000 and benefits of up to RM20,000 payable to the Non-Executive Directors of the Company for the period from 28 August 2026 until the next AGM of the Company to be held in 2027. The details are set out in the Nomination and Remuneration Committee ("NRC") Report on page 94 of the Annual Report 2026. The amount of Directors' fees consists of the fees payable to Non-Executive Directors as members of the Board and Board Committees. The amount of benefits payable to the Non-Executive Directors comprises meeting allowances only. The structure of annual and Board Committee fees payable to the Directors is set out below:-

	Director's fee per annum
Chairman of the Board of Directors	RM70,000
Chairman of the Board Committees	RM65,000
Board Committee Member	RM55,000

   The payment of Non-Executive Directors' fees as members of the Board and Board Committees as well as the benefits payable to Non-Executive Directors are recommended for shareholders' approval at this 5th AGM.

3. Ordinary Resolutions 3 and 4 - Re-election of Directors

   For the purpose of determining the eligibility of the Directors to stand for re-election at the 5th AGM of the Company, the Board through its NRC undertakes a formal evaluation to determine the eligibility of each retiring Director in line with the Malaysian Code on Corporate Governance and AMLR of Bursa Securities, which includes the following:-

   (i) Performance and effectiveness of the Board as a whole, Board Committees and individual Directors;
   (ii) Independence of the Independent Director; and
   (iii) Fit and proper assessment.

   The NRC and the Board are satisfied that the Directors, namely Encik Muhammad Fauzi bin Abd Ghani and Encik Mirzan bin Mahathir (collectively, the "retiring Directors") standing for re-election have performed their duties as per the Board Charter and they will continue to bring to bear their knowledge, experience and skills and contribute effectively to the Board's discussions, deliberations and decisions. In view thereof, the Board recommends that they be re-elected as Directors of the Company.

   The retiring Directors being eligible, have offered themselves for re-election at the 5th AGM.

Notice of Fifth Annual General Meeting (Cont'd)

The retiring Directors have abstained from deliberations and decisions on their own eligibility and suitability to stand for re-election at the relevant Board meeting. The profiles of the Directors who are standing for re-election under Ordinary Resolutions 3 and 4 are set out in the Profiles of the Board on page 11 and 12 of the Annual Report 2026.

4. Ordinary Resolution 5 - Re-appointment of Auditors

   Grant Thornton Malaysia PLT, the auditors of the Company, have expressed their willingness to continue in office as auditors of the Company for the financial year ending 31 March 2027. The Board has approved the Audit and Risk Management Committee's recommendation that they be retained after taking into account relevant feedback on their experience, performance and independence following a formal assessment.

5. Ordinary Resolution 6 - Authority to Allot Shares

   The proposed Ordinary Resolution 6 is primarily to give flexibility to the Board of Directors to allot shares not more than 10% of the total number of issued shares at any time in their absolute discretion and for such purposes as they consider would be in the interest of the Company without convening a general meeting. This authority, unless revoked or varied at a general meeting, will expire at the conclusion of the next Annual General Meeting of the Company.

   The Company continues to consider opportunities to broaden its earnings potential. If any of the expansion/ diversification proposals involve the allotment of new shares, the Directors, under certain circumstances when the opportunity arises, would have to convene a general meeting to approve the allotment of new shares even though the number involved may be less than 10% of the total number of issued shares of the Company.

   In order to avoid any delay and costs involved in convening a general meeting to approve such allotment of shares, it is thus considered appropriate that the Directors be empowered to allot shares in the Company, up to any amount not exceeding in total 10% of the total number of issued shares of the Company at the time of submission to the authority, for such purposes. The renewed authority for allotment of shares will provide flexibility to the Company for the allotment of shares for the purpose of funding future investment, working capital and/or acquisitions.

   As at the date of this Notice, no new shares in the Company were issued pursuant to this authority granted to the Directors at the 4th Annual General Meeting held on 28 August 2025.

6. Ordinary Resolution 7 – Proposed Share Buy-back Authority

   The proposed Ordinary Resolution 7, if passed, will authorise the Directors to purchase up to 10% of the total number of issued ordinary shares of the Company through Bursa Malaysia Securities Berhad ("Bursa Securities"), in accordance with the Companies Act 2016, the Constitution of the Company and the ACE Market Listing Requirements of Bursa Securities.

   Details of the Proposed Share Buy-Back Authority are set out in the Statement to Shareholders dated 29 July 2026.

ADMINISTRATIVE NOTES

FOR THE FIFTH ANNUAL GENERAL MEETING ("5TH AGM" OR "MEETING") OF BETAMEK BERHAD ("BETAMEK" OR "COMPANY")

Date	:	**Thursday, 27 August 2026**
Time	:	**10:00 a.m.**
Venue	:	**Nice Banquet Hall, No 6, Jalan BJ 1, Taman Belmas Johan, 48000 Rawang, Selangor Darul Ehsan.**

REGISTRATION FOR THE DAY OF THE 5TH AGM

- Registration will commence at 8:30 a.m. on 27 August 2026 and will remain open until the conclusion of the 5th AGM or such time as may be determined by the Chairman of the Meeting.
- Please present your original National Registration Identity Card (NRIC) or Passport (for non-Malaysian) to the registration staff for verification.
- Upon verification, an identification wristband will be given to you for voting purposes thereafter. No one will be allowed to enter the meeting hall without an identification wristband. There will be no replacement for the identification wristband if it is lost or misplaced.
- Registration must be done in person. No person is allowed to register on behalf of another, even with the original NRIC or Passport of the other person.
- The registration counter will handle verification of identity, registration and revocation of proxy/proxies.

GENERAL MEETING RECORD OF DEPOSITORS ("ROD")

- Only a member whose name appears on the ROD as at 20 August 2026 shall be entitled to attend, speak and vote (collectively "participate") at the 5th AGM or appoint proxy(ies) to participate on his/her/its behalf.

CORPORATE MEMBERS

- Corporate members who wish to appoint corporate representatives instead of proxy(ies), must deposit their original certificate of appointment of corporate representative to Mega Corporate Services Sdn. Bhd. ("Mega") before the 5th AGM, or bring the original certificate of appointment of corporate representative to the 5th AGM.
- Attorneys appointed by power of attorney are required to deposit their power of attorney with Mega not later than 25 August 2026 at 10:00 a.m. to attend and vote at the 5th AGM.

PROXY

The appointment of proxy(ies) may be made in hard copy form or by electronic form in the following manners and must be received by the Company not less than forty-eight (48) hours before the time appointed for holding the 5th AGM or adjourned general meeting at which the person named in the appointment proposes to vote, otherwise the Form of Proxy shall not be treated as valid:-

a. In hard copy form

In case of an appointment made in hard copy form, the Form of Proxy must be deposited at the office of the Company Secretary, Mega Corporate Services Sdn. Bhd. at Level 15-2, Bangunan Faber Imperial Court, Jalan Sultan Ismail, 50250 Kuala Lumpur, or email to the Poll Administrator at mega-sharereg@megacorp.com.my. For those who have emailed the Form of Proxy, please submit the original at any time before the time appointed for holding the meeting or to the registration staff on the meeting day for the Company's records.

b. By electronic form

The proxy form can be electronically lodged at https://www.equiti.my/.

Administrative Notes (Cont'd)

ELECTRONIC LODGEMENT OF FORM OF PROXY

The procedures to lodge your Form of Proxy electronically via The Portal website are summarised below:

Procedure	Action
i. Steps for Individual Shareholders	
Register as a User at The Portal	1. Visit the website at https://www.equiti.my/. 2. Click "Register" and select "Individual Holder" and complete the New User Registration Form. 3. Complete the registration form with your personal details. 4. Once registration is completed, you will receive a verification code to your email to verify your registered email address. 5. After verification, your registration will be reviewed and approved within one (1) working day. A confirmation email will be sent once approved. 6. Once you receive the confirmation, activate your account by logging in with your email address and password. *Note: If you are an existing user of Equiti.my, you are not required to register again.*
Proceed with submission of Form of Proxy	1. After the release of the Notice of Meeting by the Company, login with your email address and password. 2. Select the corporate event: "**BETAMEK BERHAD 5TH AGM**". 3. Navigate to the "**SUBMISSION OF E PROXY FORM**". 4. Indicate the CDS account number (last 9 digits) and the total number of shares assigned to your proxy(ies) to vote on your behalf. 5. Appoint your proxy(ies) and insert the required details of your proxy(ies), or appoint the Chairman as your proxy. 6. Indicate your voting instructions – FOR or AGAINST or ABSTAIN. 7. Read and agree to the Terms and Conditions and confirm the Declaration. 8. Download the Form of Proxy for your record at "**MY SUBMISSION**".
ii. Steps for Corporation or Institutional Shareholders	
Register as a User at The Portal	1. Visit the website at https://www.equiti.my/. 2. Click "Register" and select "Nominee/Corporate" and complete the New User Registration Form. 3. Complete the registration form with your personal details. 4. Once registration is completed, you will receive a verification code to your email to verify your registered email address. 5. After verification, your registration will be reviewed and approved within two (2) working days. A confirmation email will be sent once approved. 6. Once you receive the confirmation, activate your account by logging in with your email address and password. *Note: The representative of a corporation or institutional shareholder must register as a user in accordance with the above steps before he/she can subscribe to this corporate holder electronic proxy submission. Please contact the Poll Administrator if you need clarification on the user registration.*
Proceed with submission of Form of Proxy	1. Login to https://www.equiti.my/ with your email address and password. 2. Select the corporate event: "**BETAMEK BERHAD 5TH AGM**". 3. Navigate to the "**SUBMISSION OF E PROXY FORM**". 4. Indicate the CDS account number (last 9 digits) and the total number of shares assigned to your proxy(ies) to vote on your behalf. 5. Appoint your proxy(ies) and insert the required details of your proxy(ies), or appoint the Chairman as your proxy. 6. Indicate your voting instructions – FOR or AGAINST or ABSTAIN. 7. Read and agree to the Terms and Conditions and confirm the Declaration. 8. Download the Form of Proxy for your record at "**MY SUBMISSION**".

Administrative Notes (Cont'd)

POLL VOTING

- The voting at the 5th AGM will be conducted by poll in accordance with Rule 8.29A of the Ace Market Listing Requirements of Bursa Malaysia Securities Berhad. The Company has appointed Mega Corporate Services Sdn. Bhd. as the Poll Administrator to conduct the poll.
- Upon completion of the voting session for the 5th AGM, the Independent Scrutineers will verify the poll results, followed by the Chairman's declaration whether the resolutions are duly passed.

NO RECORDING OR PHOTOGRAPHY

- Strictly NO recording and photography of the proceedings of the 5th AGM is allowed.

ENQUIRY

- If you have any enquiries on the above, please contact the Poll Administrator during office hours on Monday to Friday from 9:00 a.m. to 6:00 p.m. (except on public holidays):

  Mega Corporate Services Sdn. Bhd.

General Line	:	+603-26924271
Direct Line	:	+603-26948984
Email Address	:	mega-sharereg@megacorp.com.my

BETAMEK BERHAD

Registration No.: 202101041577 (1441877-P)
(Incorporated in Malaysia)

FORM OF PROXY

No. of ordinary shares held	
CDS Account No.	

I/We ………………………………………………………………………………… NRIC No./Passport No./Registration No …………………………………………
(Full name in block letters)

of ……
(Full address)

and telephone/mobile no. …………………………………………………………………. email address ………………………………………………………………..
being a member/members of **BETAMEK BERHAD** hereby appoint the following person(s):-

Full Name (in Block)	NRIC/Passport No.	Proportion in Shareholdings	
		No. of Shares	%
Address:			
Email Address:			
Mobile Phone No.:			

and/or*

Full Name (in Block)	NRIC/Passport No.	Proportion in Shareholdings	
		No. of Shares	%
Address:			
Email Address:			
Mobile Phone No.:			

or failing him/her, the Chairman of the meeting as my/our proxy to vote for me/us and on my/our behalf at the Fifth Annual General Meeting ("**5th AGM**") of Betamek Berhad (the "**Company**") to be held at Nice Banquet Hall, No 6, Jalan BJ 1, Taman Belmas Johan, 48000 Rawang, Selangor Darul Ehsan, Malaysia on Thursday, 27 August 2026 at 10:00 a.m. and at each and every adjournment thereof, on the following resolutions referred to in the Notice of 5th AGM.

My/Our proxy is to vote as indicated below:-

RESOLUTIONS		FIRST PROXY		SECOND PROXY	
		FOR	**AGAINST**	**FOR**	**AGAINST**
Ordinary Resolution 1	- Payment of a final single-tier dividend of 1.25 sen per ordinary share for the financial year ended 31 March 2026				
Ordinary Resolution 2	- Fees up to an aggregate amount of RM300,000 and benefits of up to RM20,000 payable to the Non-Executive Directors of the Company for the period from 28 August 2026 until the next AGM of the Company and the payment thereof.				
Ordinary Resolution 3	- Re-election of Director, Encik Muhammad Fauzi bin Abd Ghani				
Ordinary Resolution 4	- Re-election of Director, Encik Mirzan bin Mahathir				
Ordinary Resolution 5	- Re-appointment of the retiring auditors, Grant Thornton Malaysia PLT				
Ordinary Resolution 6	- Authority to allot shares and waiver of pre-emptive rights				
Ordinary Resolution 7	- Proposed Share Buy-back Authority				

Subject to the above-stated voting instructions, my/our proxy/proxies may vote or abstain from voting on any resolutions as *he/*she/*they may think fit.

Signed this ________________ day of ___________________ 2026

____
Signature of Member(s)^

^ Manner of execution:-

(a) If you are an individual member, please sign where indicated.
(b) If you are a corporate member which has a common seal, this Form of Proxy should be executed under seal in accordance with the Constitution of your corporation.
(c) If you are a corporate member which does not have a common seal, this Form of Proxy should be affixed with the rubber stamp of your corporation (if any) and executed by:-
    (i) at least 2 authorised officers, of whom one shall be a director; or
    (ii) any Director and/or authorised officers in accordance with the laws of the country under which your corporation is incorporated.

Notes:

1. For the purpose of determining a member who shall be entitled to attend, speak and vote at the Annual General Meeting, the Company shall be requesting the Record of Depositors as at 20 August 2026. Only a depositor whose name appears on the Record of Depositors as at 20 August 2026 shall be entitled to attend the said meeting or appoint proxies to attend, speak and vote on his/her stead.
2. A member shall be entitled to appoint up to two (2) proxies to attend and vote in his place. Where a member appoints two (2) proxies, he shall specify the proportion of his holdings to be represented by each proxy. All voting will be conducted by way of poll.
3. (a) Where a member of the Company is an authorised nominee as defined under the Securities Industry (Central Depositories) Act 1991, it may appoint at least one (1) proxy in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account.

   (b) Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one 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.
4. If the appointer is a corporation, the proxy form must be executed under its Common Seal or under the hand of its attorney.
5. The instrument appointing a proxy and the power of attorney, if any, under which it is signed or a certified copy thereof must be deposited at the Company's registered office at Level 15-2, Bangunan Faber Imperial Court, Jalan Sultan Ismail, 50250 Kuala Lumpur or email to mega-sharereg@megacorp.com.my or by electronic lodgement at https://www.equiti.my not less than forty-eight (48) hours before the time set for holding the meting or any adjournment thereof. For those who have emailed the proxy form, please submit the original at any time before the time appointed for the meeting or to the registration staff on the meeting day for the Company's record. For further information on the electronic lodgement of the Form of Proxy, kindly refer to the Administrative Notes.
6. **PERSONAL DATA NOTICE**

   By submitting the duly executed Proxy Form, a member and his/her proxy consent to the Company (and/or its agents/service providers) collecting, using and disclosing the personal data therein accordance with the Personal Data Protection Act 2010 for the purpose of this meeting and at any adjournment thereof.

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AFFIX
STAMP

BETAMEK BERHAD
Registration No. 202101041577 (1441877-P)
c/o Mega Corporate Services Sdn. Bhd.
Level 15-2, Bangunan Faber Imperial Court,
Jalan Sultan Ismail, 50250 Kuala Lumpur,
Malaysia

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Fold This Flap For Sealing

BETAMEK

BETAMEK BERHAD
Registration No. 202101041577 (1441877-P)

Lot 137, Lingkaran Taman Industri Integrasi Rawang 2
Taman Industri Integrasi Rawang, 48000 Rawang, Selangor Darul Ehsan

Telephone: +603-6094 2999

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