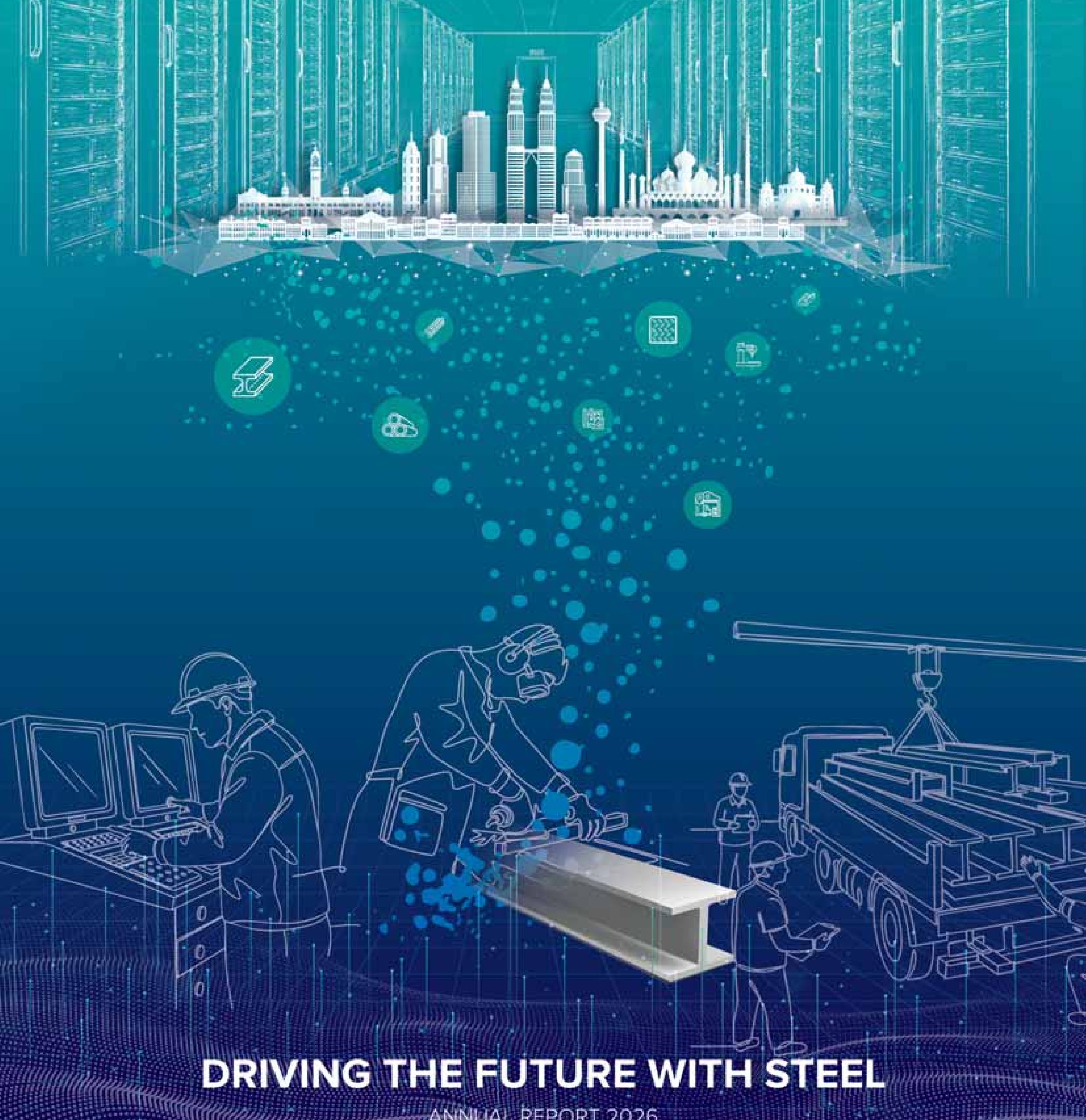
AYS VENTURES BERHAD

(Registration No. : 201001041243 (925171-T))



DRIVING THE FUTURE WITH STEEL

ANNUAL REPORT 2026

DRIVING THE FUTURE WITH STEEL

Driving the Future with Steel reflects AYS Ventures Berhad's continued commitment to strengthening its core business while pursuing sustainable growth. The cover brings together elements of engineering, fabrication and logistics to reflect the Group's integrated capabilities across steel distribution, manufacturing, value-added processing and supply chain support.

Steel remains central to the Group's business and continues to play an important role in supporting infrastructure, industrial and economic development. The theme also reflects AYS's participation in emerging growth sectors, including data centre-related projects, as the Group continues to strengthen its role in the regional steel and building materials supply chain.

The overall theme conveys the Group's focus on transformation, operational discipline and long-term value creation, supported by innovation, practical execution and the strength of steel.

15th ANNUAL GENERAL MEETING OF AYS VENTURES BERHAD

Date :
Monday, 27 July 2026

Time :
10.30 a.m.

Venue :
Ballroom 2, Level 10,
Courtyard by Marriott Setia Alam, Shah Alam, Selangor

ABOUT THIS REPORT

To Our Valued Stakeholders,

Welcome to the AYS Ventures Berhad ("AYS" or "the Group") Annual Report for the financial year ended 31 March 2026. This report provides an overview of the Group's business operations, financial performance, governance practices and sustainability-related initiatives during the year, while outlining our continued focus on operational resilience, responsible business practices and long-term value creation.

Our reporting approach is guided by the principles of transparency, accountability and balanced reporting. Through this report, we aim to provide stakeholders with a clear understanding of our business, the environment in which we operate, and the steps we are taking to address opportunities and challenges across the steel value chain.

SCOPE AND BOUNDARIES

This report covers the activities of AYS and its subsidiaries for the period 1 April 2025 to 31 March 2026 ("FYE 2026"). It presents information on the Group's business model, value creation process, governance practices, sustainability efforts and future outlook.

For a more comprehensive understanding of the Group's governance practices, this Annual Report should be read together with the Corporate Governance Report 2026, which is available on the Company's corporate website.

REPORTING FRAMEWORKS

This Annual Report has been prepared with reference to applicable requirements, reporting standards and recognised disclosure frameworks relevant to the Group's business and listing obligations. These include, where applicable:

Reporting Frameworks	Annual Report	Sustainability Statement
Bursa Malaysia Main Market Listing Requirement ("MMLR")	✓	
Malaysian Code of Corporate Governance 2021 ("MCCG")	✓	
Malaysian Financial Reporting Standards ("MFRS")	✓	
Companies Act 2016 ("CA 2016")	✓	
United Nations Sustainable Development Goals ("UN SDG")		✓
Bursa Malaysia Enhanced Sustainability Reporting Guide		✓
Relevant principles of the International Integrated Reporting Framework	✓	

WE VALUE YOUR INPUT

We value open and constructive engagement with our stakeholders. Your feedback helps us improve the quality of our reporting and better address matters that are important to you.

For comments, questions or suggestions relating to this Annual Report or the Group's performance, please contact:-

Investor Relations
AYS Ventures Berhad
enquiry_aysv@ays-group.com

STATEMENT BY THE BOARD OF DIRECTORS

The Board of Directors of AYS Ventures Berhad acknowledges its responsibility for the integrity, accuracy and objectivity of this Annual Report 2026.

The Board is of the view that this report provides a fair, balanced and understandable overview of the Group's performance, business activities, governance practices and strategic direction and future outlook. In addition, the financial statements contained in this Annual Report have been audited by Grant Thornton Malaysia PLT ("GTM"), the Company's external auditors, providing further assurance on the reliability of the financial disclosures presented.

Our Core Values

Alliance

Creating effective, strong and successful collaborations and joint ventures with various stakeholders to work towards common goals and objectives

Yield

Continuously exploring high-quality and high-yield investments through alliances with various stakeholders to generate sustainable positive returns to stakeholders

Sustainability

Creating sustainable business models that are both financially sound and environmentally conscious while ensuring a balance between economic growth, environmental care and social well-being

Our Vision

To be a leading and sustainable regional steel distributor to service the needs of engineering, energy sectors and construction industries.

Our Mission

- Providing customers with total solutions in quality products and services
- Practising good corporate social responsibility
- Broadening our product range and value-added activities
- Rewarding all stakeholders equitably

Access the digital version of this Annual Report

1. Open your smartphone camera or QR code scanning application
2. Scan the QR code
3. Access the digital Annual Report and corporate information

WHAT'S INSIDE THIS REPORT

SECTION 01

OVERVIEW OF AYS

SECTION 02

LEADERSHIP

SECTION 03

PERFORMANCE

SECTION 04

SUSTAINABILITY

SECTION 05

GOVERNANCE

SECTION 06

FINANCIALS

SECTION 07

ADDITIONAL INFORMATION

SECTION 08

ANNUAL GENERAL MEETING

CORPORATE INFORMATION

AYS VENTURES BERHAD BOARD OF DIRECTORS

1 **OH CHIEW HO**
Executive Chairman

2 **JESS OH POOI FOON**
Chief Executive Officer/
Group Managing Director

3 **SAM OH YUNG SIM**
Deputy Group
Managing Director

4 **SEOW NYOKE YOONG**
Non-Independent
Non-Executive Director

5 **DATO' WAN HASHIM BIN WAN JUSOH**
Independent
Non-Executive Director

6 **ABD MALIK BIN A RAHMAN**
Independent
Non-Executive Director

AUDIT COMMITTEE

Abd Malik Bin A Rahman
(Chairman) Independent Non-Executive Director

Dato' Wan Hashim Bin Wan Jusoh
(Member) Independent Non-Executive Director

Seow Nyoke Yoong
(Member) Non-Independent Non-Executive Director

NOMINATION COMMITTEE

Dato' Wan Hashim Bin Wan Jusoh
(Chairman) Independent Non-Executive Director

Abd Malik Bin A Rahman
(Member) Independent Non-Executive Director

Seow Nyoke Yoong
(Member) Non-Independent Non-Executive Director

REMUNERATION COMMITTEE

Seow Nyoke Yoong
(Chairman) Non-Independent Non-Executive Director

Dato' Wan Hashim Bin Wan Jusoh
(Member) Independent Non-Executive Director

Abd Malik Bin A Rahman
(Member) Independent Non-Executive Director

COMPANY SECRETARY

Leong Oi Wah
(SSM Practicing Certificate No.201908000717)

HEAD OFFICE

Lot 6488, Jalan Haji Abdul Manan
42100 Klang
Selangor Darul Ehsan, Malaysia

Tel. No. : 603 - 3377 5597
Fax No. : 603 - 3377 5500
Website : www.ays-group.com

REGISTERED OFFICE

802, 8th Floor
Block C, Kelana Square
17, Jalan SS 7/26
47301 Petaling Jaya
Selangor Darul Ehsan, Malaysia

Tel No. : 603 - 7803 1126
Fax No : 603 - 7806 1387

PRINCIPAL BANKERS

Al Rajhi Banking & Investment Corporation (Malaysia) Berhad
AmBank (M) Berhad
Bank of China (Malaysia) Berhad
CIMB Islamic Bank Berhad
Hong Leong Bank Berhad
HL Bank
Malayan Banking Berhad
Maybank Islamic Berhad
Maybank Singapore Limited
OCBC Al-Amin Bank Berhad
OCBC Bank (Malaysia) Berhad
RHB Bank Berhad
The Hongkong & Shanghai Banking Corporation Limited
United Overseas Bank (Malaysia) Berhad
United Overseas Bank Limited

AUDITORS

Grant Thornton Malaysia PLT
(Member of Grant Thornton International Ltd)
Chartered Accountants
Level 11, Sheraton Imperial Court
Jalan Sultan Ismail
50250 Kuala Lumpur, Malaysia

SHARE REGISTRAR

Tricor Investor & Issuing House Services Sdn. Bhd.

Office:
Unit 32-01, Level 32, Tower A
Vertical Business Suite, Avenue 3
Bangsar South
No. 8, Jalan Kerinchi
59200 Kuala Lumpur
Wilayah Persekutuan, Malaysia

Tel. No. : 603 - 2783 9299

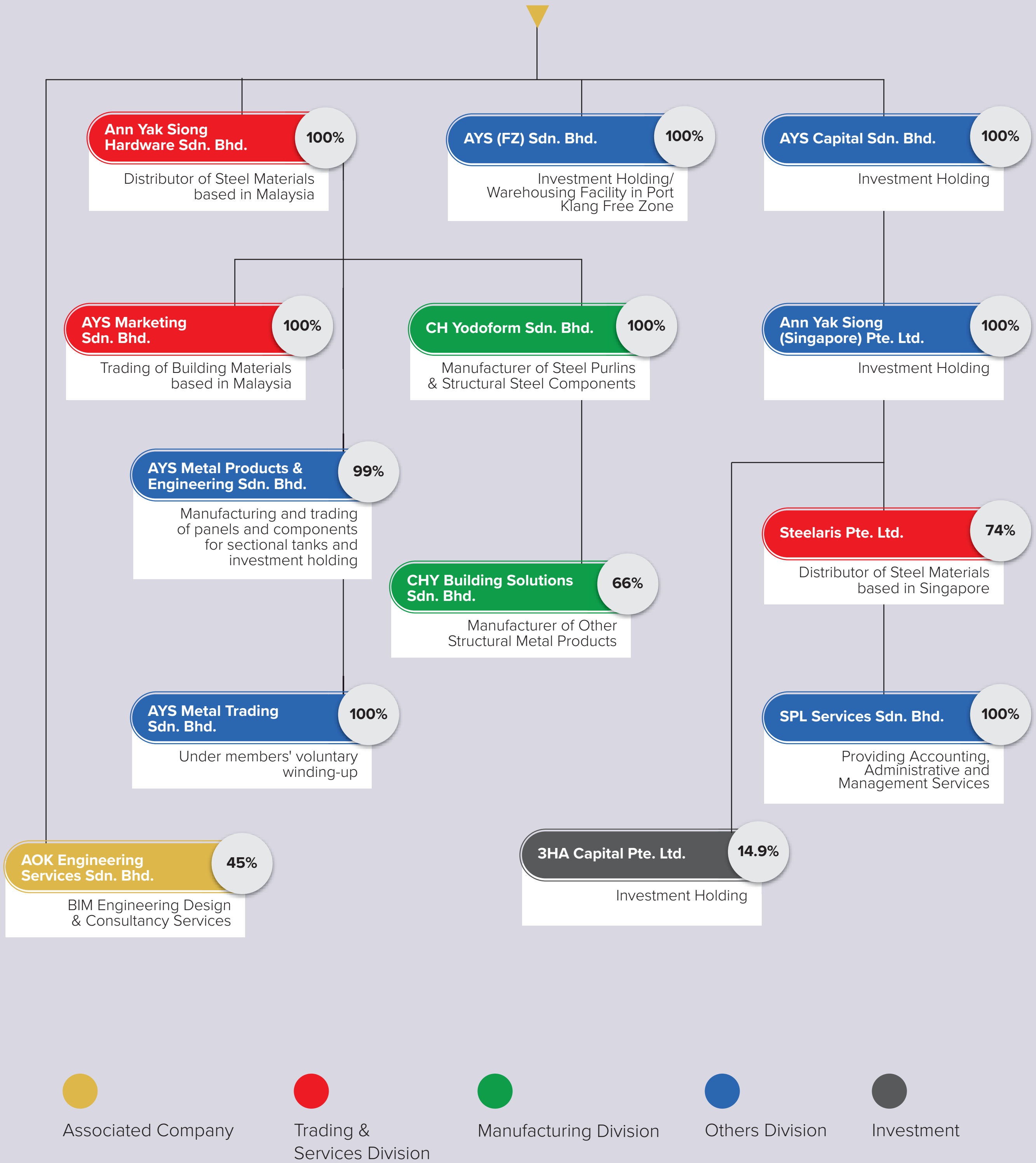
STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia Securities Berhad

Stock Name : AYS
Stock Code : 5021
Sector : Industrial, Products & Services
Sub-sector : Building Materials

CORPORATE STRUCTURE

AYS VENTURES BERHAD
(Registration No. : 201001041243 (925171-T))



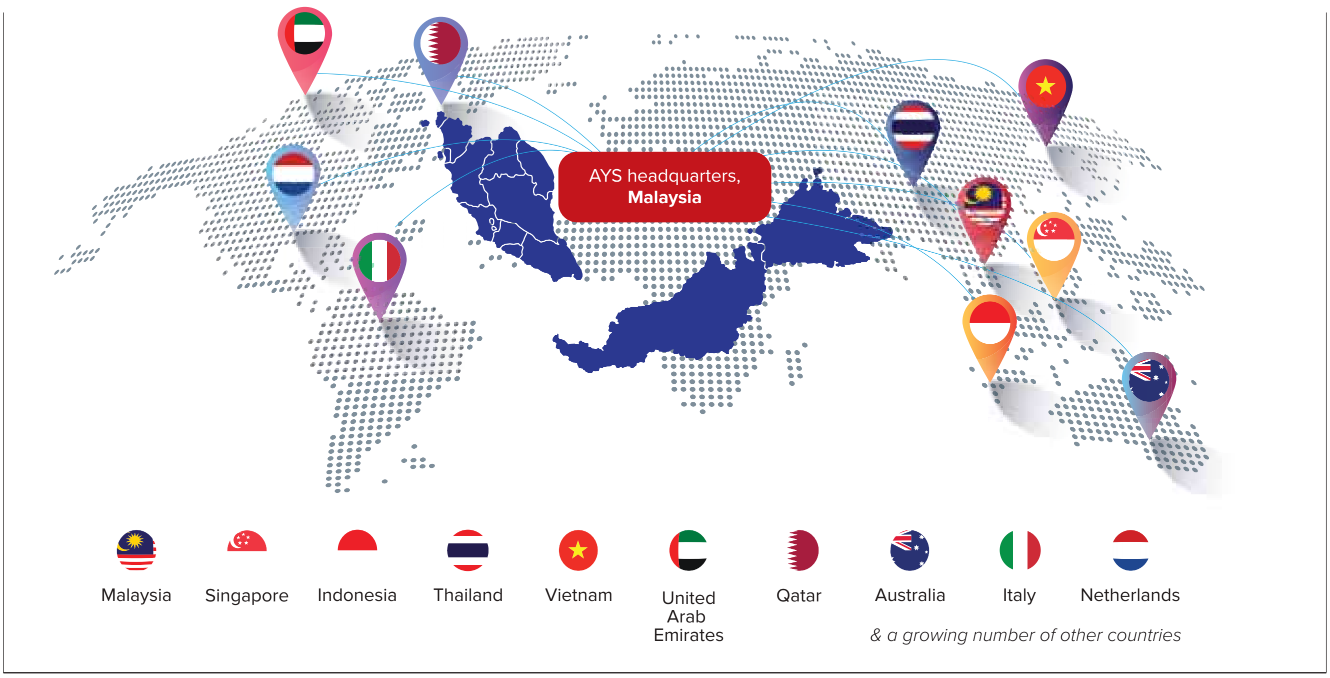
WHO WE ARE

A Legacy of Strength, A Future of Innovation

AYS Ventures Berhad ("AYS" or "the Group") has grown from its inception in 1982 into an established steel solutions provider serving Malaysia and the wider region. Over the years, the Group has built a strong foundation in steel trading, distribution, manufacturing and related services, supporting customers across the construction, infrastructure and industrial sectors. With more than four decades of industry experience, AYS continues to strengthen its core business while adapting to changing market needs. Guided by experienced leadership and supported by the next generation of leadership, the Group remains focused on operational resilience, supply chain efficiency and sustainable long-term growth.

Building on Experience, Shaping the Future

AYS is undergoing a progressive leadership transition that preserves the values and experience built by its founder, while introducing fresh perspectives to support future growth. The next generation of leaders is focused on enhancing business processes, improving supply chain management and exploring more sustainable practices across the Group's operations. This balance of experience and renewal enables AYS to remain responsive, practical and competitive in an evolving business environment.



WHAT WE DO

OUR CORE BUSINESSES

Our Product Portfolio

DRIVING THE FUTURE WITH STEEL

Steel remains an essential material in modern development, forming the foundation of buildings, infrastructure, logistics, energy and industrial activities.

At AYS, steel is not only our core product, but also the foundation of the value we deliver to customers and stakeholders. As the industry evolves, the Group continues to enhance its role beyond distribution by strengthening its product range, improving service capabilities and supporting more efficient construction solutions. Through our integrated business divisions, regional supply network and practical approach to innovation, AYS is well positioned to support the needs of the construction and industrial sectors while pursuing sustainable value creation.

Trading & Services Division

The Backbone of Regional Infrastructure and Construction

The Trading & Services Division remains the foundation of AYS's business, supporting infrastructure, construction and industrial activities across Malaysia and the region. As a trusted supply partner, the Group plays a critical role in delivering essential steel materials and related services for a wide range of projects, including commercial buildings, industrial facilities, logistics hubs and infrastructure works.

- **Core Product Offering**
  AYS supplies a wide range of structural steel products, including purlins and construction-related building materials, serving the needs of contractors, fabricators, developers and industrial customers.

- **Reliable Supply Network**
  Supported by an established supplier network, AYS is able to maintain consistent product availability, quality assurance and timely delivery to meet project requirements.

- **Project & Fabrication Support**
  The Group also offers supporting services, including project coordination, procurement support and structural steel-related works, complementing its trading activities and enhancing overall customer value.

WHAT WE DO
(CONT'D)

Manufacturing Division

Enhancing Construction Efficiency through Practical Solutions

The Manufacturing Division supports the Group's trading activities by producing essential steel components and providing practical solutions that improve construction efficiency and productivity.

- **Purlin Manufacturing Expertise**
  AYS specialises in the manufacturing of steel purlins, a key structural component widely used in industrial and commercial buildings. The Group's manufacturing processes are designed to support consistent quality, efficient production and timely fulfilment of customer requirements.

- **CHY Truss Deck System**
  In line with evolving construction needs, AYS has introduced the CHY Truss Deck system to the Malaysian market. This solution offers an efficient alternative for slab construction by integrating structural support and decking into a single system.

  The CHY Truss Deck system helps:
  - Improve construction efficiency and reduce reliance on traditional formwork;
  - Enhance site productivity and reduce labour requirements; and
  - Support more cost-effective project execution.

The introduction of CHY Truss Deck reflects the Group's commitment to practical and value-driven innovations for the construction sector.

Others Division

Supporting Long-Term Growth through Strengthening Capabilities

Beyond its core trading and manufacturing operations, AYS continues to strengthen its business through complementary capabilities and strategic assets that support the Group's operations and long-term growth.

- **Building Information Modelling ("BIM") Services**
  Through its affiliate, AOK Engineering Services Sdn. Bhd., the Group provides BIM services to support project planning, coordination and material optimisation.

- **Strategic Logistics Assets**
  AYS owns approximately 270,000 square feet of built-up warehouse space within Port Klang Free Zone ("PKFZ"), providing strategic logistics advantages and supporting the Group's supply chain capabilities.

- **Investment Holdings**
  The Group maintains selected investment holdings and continues to evaluate opportunities that align with its long-term business direction and sustainability objectives.

OUR
PRESENCE

Our commitment to operational excellence is supported by a strategic network of storage and manufacturing facilities across Malaysia and Singapore. With key assets located close to major logistics and trading hubs, AYS is well positioned to support supply chain resilience, product availability, and timely delivery to customers.

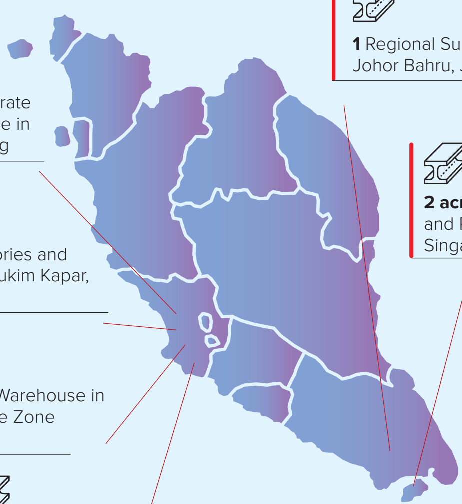
The Group continues to optimise its storage and operational capacity, which currently stands at **approximately 160,000 metric tonnes**. This capacity strengthens AYS's position as a reliable regional steel and building materials solutions provider.

Our Core Facilities:

- **Klang, Malaysia**: A **12-acre warehouse facility** and a **5-acre factory** that serve as the Group's primary logistics and production hubs, supported by Klang's strategic access to port infrastructure.
- **Port Klang Free Zone**: A **10**-acre warehouse facility in the free trade zone supporting our import and export market activities.
- **Singapore**: A **2-acre warehouse** provides the Group with a presence in one of Asia's key trading and shipping centres.

Together, these facilities provide AYS with the operational scale and flexibility to manage complex logistics, support regional requirements and meet the needs of customers across Malaysia and Singapore.

	MALAYSIA	SINGAPORE
Warehouses	4	3
Factories	2	-
Offices	3	1
Employees	268	42



5.1 acres — Corporate HQ and Warehouse in Mukim Kapar, Klang

9.7 acres — Factories and Warehouses in Mukim Kapar, Klang

10.0 acres — Warehouse in Port Klang Free Zone

2.2 acres — Warehouse in Bukit Raja, Klang

1 Regional Support Office in Johor Bahru, Johor

2 acres — Warehouse and Regional Office in Singapore

Total storage capacity:- Approximately **160,000** metric tonnes

Corporate HQ and Warehouse, Klang


Kapar, Klang


Singapore


Port Klang Free Zone

OUR CERTIFICATIONS AND RECOGNITIONS

CERTIFIED COMPANIES	CERTIFICATIONS
ANN YAK SIONG HARDWARE SDN. BHD.	✓ ISO 9001:2015
AYS MARKETING SDN. BHD.	✓ ISO 14001:2015
CH YODOFORM SDN. BHD.	✓ ISO 45001:2018

CERTIFIED COMPANIES	CERTIFICATIONS & RECOGNITIONS
STEELARIS PTE. LTD.	✓ ISO 9001:2015 ✓ ISO 14001:2015 ✓ ISO 45001:2018 ✓ Official Adopter of Tripartite Alliance for Fair Employment Practices ✓ bizSAFE STAR

OUR
NEWS & AWARDS

During the financial year, AYS continued to strengthen its corporate presence through media recognition and industry awards, reflecting the Group's growing reputation within the business and industrial community.

Outstanding Elite Award 2025
by China Press

Ms Jess Oh, received the Outstanding International Business Elite Award 2025 by China Press in recognition of her leadership and contributions to business excellence.

Press Coverage
by China Press

AYS and Chief Executive Officer/Group Managing Director, Ms Jess Oh, were featured by China Press in recognition of the Group's business growth, leadership and industry developments.

OUR MILESTONES

1982
Mr Oh Chiew Ho co-founded Ann Yak Siong Hardware Sdn. Bhd. ("AYSH"), starting as a humble steel and hardware trading company with a mere 3 employees and a 2,000 sq. ft. of leased land at Jalan Kapar, Klang.

1985
AYSH relocated to an approximately 0.5 acres leased land at Jalan Sungai Rasau, Klang, operating from a container office after the earlier storehouse was razed in a fire.

1990
As the business expanded, AYSH acquired a piece of 2.177 acres freehold industrial land at Bukit Raja, Klang and constructed a covered warehouse with an annexed office building.

1992
AYSH acquired a piece of 3.556 acres freehold industrial land at Jalan Kapar, Klang.

1993
AYS Marketing Sdn. Bhd. ("AYSM") was incorporated to venture into trading and marketing of building and construction materials.

1994
AYS Metal Products and Engineering Sdn. Bhd. ("AYSMPE") was incorporated, marking the Group's entry into the manufacturing and trading of panels and components for sectional tanks.

1996
Following the rapid expansion of the business, AYSH acquired 4.342 acres of freehold industrial land at Jalan Kapar, Klang.

CH Yodoform Sdn. Bhd. ("CHY") was incorporated to manufacture steel purlins.

1997
AYS Wire Products Sdn. Bhd. was incorporated, expanding into the manufacturing and trading of wire products.

2001
AYSH acquired 1.397 acres freehold industrial land at Jalan Kapar, Klang.

2003
AYSMPE was awarded the ISO 9001:2000 Quality Management System certification by Lloyd's Register Quality Assurance.

2009
AYSH acquired 5.087 acres freehold industrial land and building at Jalan Haji Abdul Manan, Klang.

2010
CHY obtained the Factory Production Control ("FPC") Certificate from the Building and Construction Authority of Singapore ("BCA") for the supply of steel purlins to Singapore.

AYSH relocated to its present headquarter ("HQ"), featuring a newly renovated four-storey office building.

2012
AYS Ventures Berhad was incorporated and listed on the Main Market of Bursa Malaysia, trading under the stock code 5021.

2015
AYS acquired Infinity FZ Sdn. Bhd. (currently known as AYS (FZ) Sdn. Bhd.) and commenced operations of its warehousing and storage facilities at the Port Klang Free Zone.

AYS formed a joint venture with Kondo Steel, Okaya Japan and Okaya Malaysia to venture into Building Information Modelling, establishing AOK Engineering Services Sdn. Bhd.

2018
AYSH, AYSM, AYSMPE & CHY obtained the certifications for:
- ISO 9001:2015
- ISO 14001:2015
- OHSAS 18001:2017

2019
AYS acquired a 51% stake in Steelaris Pte. Ltd. ("Steelaris"), a Singapore-based steel distributor, as part of its strategy to expand its regional presence.

2020
AYSH acquired 23.51 acres freehold industrial land at Jalan Bukit Kerayong, Kapar, Klang.

2021
Steelaris adopted the Tripartite Standards and became an official adopter of Tripartite Alliance for Fair Employment Practices.

AYS successfully completed a private placement of 38,041,000 shares on the Main Market of Bursa Securities.

2022
AYS Group achieved the milestone of revenue exceeding RM1 billion.

AYSH, AYSM, CHY & Steelaris upgraded their facilities and obtained the ISO 45001:2018 certification.

2023
AYS Group recorded its second consecutive year of revenue exceeding RM1 billion.

Ann Yak Siong (Singapore) Pte. Ltd. was incorporated.

The Group embarked on renewable energy initiatives with the installation of 125 kWp solar photovoltaic system at corporate HQ.

2024
AYS Group recorded its third consecutive year of revenue exceeding RM1 billion.

2025
AYS Group recorded its fourth consecutive year of revenue exceeding RM1 billion.

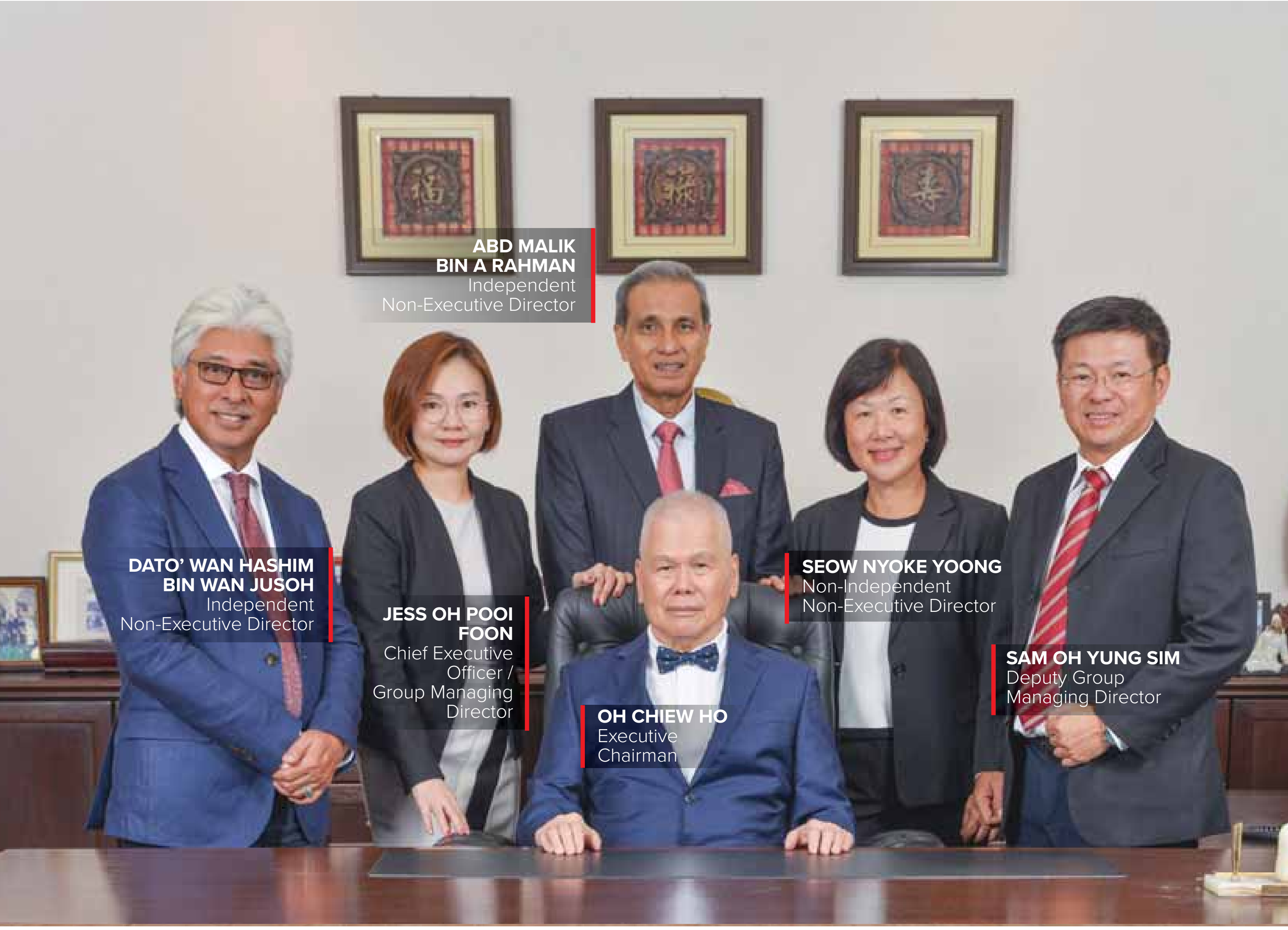
CHY Truss Deck was launched as a pioneering product in Malaysia.

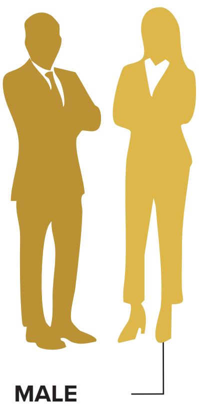
2026
AYS entered into a joint venture in Singapore with HHH Group Pte. Ltd., Hanwa Singapore (Private) Ltd. and Thor Capital Pte. Ltd., establishing 3HA Capital Pte. Ltd. ("3HA Capital"), in which AYS holds a 14.9% equity stake.

Through 3HA Capital, AYS invested in CosmoSteel Holdings Pte. Ltd., Singapore, acquiring a 14.9% equity stake and marking the Group's entry into the steel pipes, fittings and flanges segment.

OUR BOARD AT A GLANCE

BOARD OF DIRECTORS



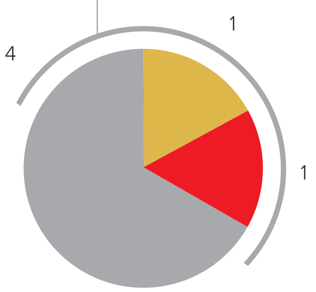


MALE
4 DIRECTORS
66.7%

FEMALE
2 DIRECTORS
33.3%

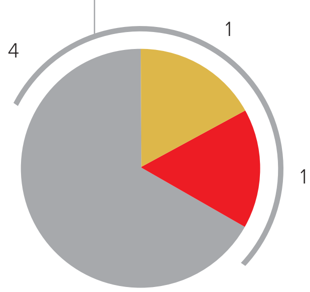
BOARD AGE

- <50 Years Old
- 51-60 Years Old
- >60 Years Old



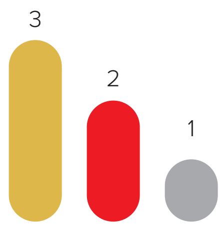
BOARD TENURE

- <5 Years
- 5-9 Years
- >9 Years



BOARD COMPOSITION

- Executive Director
- Independent Non-Executive Director
- Non-Independent Non-Executive Director



PROFILE OF DIRECTORS

OH CHIEW HO

Executive Chairman

79

Board Appointment : 14 December 2010
Board Meetings Attended : 4/4

MR OH CHIEW HO has been the key driving force in steering the corporate direction and growth of the AYS Group besides overseeing the overall operations of Ann Yak Siong Hardware Sdn. Bhd. ("AYSH") since its inception. In 1964, at the age of 19, he joined Hiap Bee Hardware Sdn. Bhd. as a general helper in the warehouse/store department until 1978, where he moved over to Choo Bee Hardware (KL) Sdn. Bhd. and was in charge of storekeeping, sales and procurement. With his hard work and dedication, he mastered the trade and built-up good rapport with key customers and suppliers.

In 1982, Mr Oh co-founded AYSH, started his business in supplying steel and hardware products. In 1993, due to the high demand for construction materials following the economic boom, he incorporated AYS Marketing Sdn. Bhd. to venture into trading and marketing of building and construction materials. In 1994, he incorporated AYS Metal Products & Engineering Sdn. Bhd. to manufacture panels and components for sectional tanks. In 1996, he set up CH Yodoform Sdn. Bhd. to manufacture purlins, steel frames for doors and window. He later established AYS Wire Products Sdn. Bhd. in 1997 to venture into the business of manufacturing and trading of wire products and expanded its business in 1998 to include wire drawing, straightening, bending and cutting of wire rods and manufacturing of wire mesh products in 2001. Under the leadership of Mr Oh Chiew Ho, AYS group of companies has grown to be one of the leading traders of steel and construction materials in Malaysia.

Mr Oh was appointed as the Group Managing Director of AYS Ventures Berhad on 17 November 2011. In line with the succession plan, he was later re-designated to Senior Group Managing Director on 2 June 2020 and Executive Chairman on 31 May 2023.

Mr Oh Chiew Ho's shareholdings in the Company and its related companies is disclosed on page 153 of this Annual Report. He is the father of Mr Oh Yung Sim, Mr Oh Yung Wooi, Mr Oh Yung Kwan and Ms Oh Pooi Foon. He has no conflict of interest with the Company. He attended all the Board Meetings held during the financial year and has no previous conviction for any offences within the past 5 years, other than traffic offences, if any and no public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

OH POOI FOON, JESS

Chief Executive Officer / Group Managing Director

46

Board Appointment : 1 December 2012
Board Meetings Attended : 4/4

MS OH POOI FOON graduated from Melbourne University, Australia in 2003 with a Bachelor of Physiotherapy. Upon graduation in 2003, she worked as physiotherapist before joining AYSH in 2005 as a Purchasing Executive. In 2009, she was promoted to the position of Procurement Director and is responsible for formulating and evaluating procurement strategies, developing and implementing procurement policies and procedures, analysing trends and market conditions including sourcing, negotiating and entering into contracts with local and overseas suppliers. In 2012, she was promoted to Operation Director and was responsible for the overall operations of AYSH and provides support to the then Group Managing Director to ensure that the Trading & Services Division achieves its business objective and creates an environment that promotes staff commitment to the achievement of the organisational vision, mission, and strategy. In 2017, she was re-designated to Deputy Group Managing Director and in 2020, she was promoted to Group Managing Director. She continued to support to the Senior Group Managing Director and her role is to steer the Group's business operations in addition to provide strategic guidance and direction to the Board to ensure that the Group achieves its vision, missions and long-term goals. In 2023, she was promoted to Chief Executive Officer, assumes the overall responsibilities for the execution of the Group's strategies in line with the Board's direction, oversees the operations of the Group and drives the Group's businesses and performance towards achieving the Group's vision and goals.

Her leadership extends beyond the corporate office into the broader industrial sector, where she serves as the President of Persatuan Pembina Pakar Keluli (also known as Association of Steel Builders). In this role, she actively contributes to the steel fabrication community, further cementing her position as a prominent figure in the steel industry.

Ms Oh Pooi Foon's shareholdings in the Company and its related companies is disclosed on page 153 of this Annual Report. She is the daughter of Mr Oh Chiew Ho and sister of Mr Oh Yung Sim, Mr Oh Yung Wooi and Mr Oh Yung Kwan and has no conflict of interest with the Company. She attended all the Board Meetings held during the financial year and has no previous conviction for any offences within the past 5 years, other than traffic offences, if any and no public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

OH YUNG SIM

Deputy Group Managing Director

52

Board Appointment : 14 December 2010
Board Meetings Attended : 4/4

MR OH YUNG SIM graduated from University of Luton, UK in 2000 with a Bachelor of Degree in Commerce, majoring in Business Administration and Marketing. He joined AYSH in 2000 as an Assistant to Group General Manager. He has been working on improving the productivity and efficiency of the AYS Group's operations especially in the areas of information technology and corporate development and provides support to the then Group Managing Director to ensure that the Manufacturing Division achieves its business objective and creates an environment that promotes staff commitment to the achievement of the organisational vision, mission, and strategy. In 2017, he was re-designated to Deputy Managing Director and in 2020, he was re-designated to Deputy Group Managing Director. Currently, his vital role remains to provide support to the Group Managing Director to ensure that the Company achieves its various business objectives.

Mr Oh Yung Sim's shareholdings in the Company and its related companies is disclosed on page 153 of this Annual Report. He is the son of Mr Oh Chiew Ho and brother of Mr Oh Yung Wooi, Mr Oh Yung Kwan and Ms Oh Pooi Foon. He has no conflict of interest with the Company. He attended all the Board Meetings held during the financial year and has no previous conviction for any offences within the past 5 years, other than traffic offences, if any and no public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

SEOW NYOKE YOONG

Non-Independent Non-Executive Director

64

Board Appointment : 9 May 2012
Board Meetings Attended : 4/4

MS SEOW NYOKE YOONG graduated with a Bachelor of Commerce degree from University of New South Wales, Australia in 1984 and went on to complete a Bachelor of Law degree from University of Melbourne, Australia in 1985. She was admitted as an advocate and solicitor to the High Court of Malaya in 1987. Upon her graduation she commenced legal practice, concentrating on banking corporate, conveyancing and real estate matters. She was the Managing Partner of Messrs Soo Thien Ming and Nashrah Klang office for more than 25 years. She now practises under Messrs PY Tan & Partners and is a partner of the firm.

Ms Seow was appointed as the Independent Non-Executive Director of AYS Ventures Berhad on 17 November 2011 and redesignated as Non-Independent Non-Executive Director on 31 May 2023. She is a member of the Audit Committee as well as the Nomination Committee and Remuneration Committee. Ms Seow was formerly an Independent Director of CYL Corporation Berhad and Lee Swee Kiat Group Berhad.

Ms Seow Nyoke Yoong has no shareholdings in the Company and its related companies. She has no family relationship with any Director and/or major shareholder of the Company nor any conflict of interest with the Company. She attended all the Board Meetings held during the financial year and has no previous conviction for any offences within the past 5 years, other than traffic offences, if any and no public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

Conflict of Interest

Mr Oh Chiew Ho, Ms Jess Oh Pooi Foon, and Mr Sam Oh Yung Sim have directorship in a number of private companies that has entered into recurrent related party transactions with some of the AYS Ventures Berhad subsidiary companies ("AYS Group") where the aggregate transaction values are below RM1.0 million and are at arm's length. AYS Group has and will continue to address this conflict-of-interest situation and take the necessary action in accordance with the Main Market Listing Requirements.

PROFILE OF DIRECTORS
(CONT'D)

DATO' WAN HASHIM BIN WAN JUSOH
Independent Non-Executive Director

68

Board Appointment : 1 December 2017
Board Meetings Attended : 4/4

DATO' WAN HASHIM BIN WAN JUSOH graduated from Universiti Pertanian Malaysia (now known as Universiti Putra Malaysia) with Bachelor Degree of Science (Hons) in Resource Economy in 1981. He is currently the Chairman of the Nomination Committee and a member of the Audit and Remuneration Committee. He is also the Independent Chairman of UWC Berhad and an Independent Non-Executive Director of ILB Group Berhad (formerly known as Integrated Logistics Bhd).

Dato' Wan joined MIDA in year 1981 as Assistant Director. Throughout most of his 36 years career with MIDA, he was responsible for the promotion and coordination of foreign and domestic investments and was also assigned to MIDA Los Angeles, Boston and New York. He was promoted to Executive Director in 2011 taking the leadership for five industry divisions namely the Electronic, ICT and Electrical, Transport Technology, Machinery and Equipment, and Textile and Non-Metallic Mineral. He became the Deputy CEO III of MIDA in July 2014 taking charge of the Strategic Planning and Investment Eco-System Development roles of MIDA.

Dato' Wan Hashim Wan Jusoh has no shareholdings in the Company and its related companies. He has no family relationship with any Director and/or major shareholder of the Company nor any conflict of interest with the Company. He attended all the Board Meetings held during the financial year and has no previous conviction for any offences within the past 5 years, other than traffic offences, if any and no public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

ABD MALIK BIN A RAHMAN
Independent Non-Executive Director

77

Board Appointment : 21 July 2022
Board Meetings Attended : 4/4

ENCIK ABD MALIK BIN A RAHMAN was appointed as an Independent Non-Executive Director of AYS Ventures Berhad on 21 July 2022. He is currently the Chairman of the Audit Committee and a member of the Nomination and Remuneration Committees.

He is a Chartered Accountant member of the Malaysian Institute of Accountants (MIA), a Fellow of the Association of Chartered Certified Accountants (UK) (ACCA), and a member of the Malaysian Institute of Certified Public Accountants (MICPA). He is also a Life Member of the Malaysian Institute of Management.

He has held senior management positions in several companies in various industries during his working career including Oil & Gas, Manufacturing, Fast Moving Consumer Goods (FMCG), Multi-Level Marketing (MLM) and Port Logistics. Encik Abd Malik was formerly the Chairman of Affin Hwang Investment Bank Berhad, and formerly an Independent Director of Affin Bank Berhad, Affin Hwang Asset Management Berhad, Boustead Heavy Industries Corporation Berhad, Innity Corporation Berhad and Lee Swee Kiat Group Berhad.

Encik Abd Malik is currently the Chairman and Senior Independent Non-Executive Director of Amway (Malaysia) Holdings Berhad and an Independent Director of Mah Sing Group Berhad as well as CYL Corporation Berhad.

Encik Abd Malik Bin A Rahman has no shareholdings in the Company and its related companies. He has no family relationship with any Director and/or major shareholder of the Company nor any conflict of interest with the Company. He attended all the Board Meetings held during the financial year and has no previous conviction for any offences within the past 5 years, other than traffic offences, if any and no public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

PROFILE OF
KEY SENIOR MANAGEMENT

CHRISS OH YUNG WOOI

Executive Director
Ann Yak Siong Hardware Sdn. Bhd.

50

Date of Appointment : 2 June 2020

Upon his completion in secondary school in 1999, Chriss Oh Yung Wooi joined AYSH as a Sales Executive. He has gained vast exposure in the various operations portfolios including credit control, sales and marketing, logistics as well as stock management. Having more than 10 years' hands-on experience and exposure in all aspects of the steel business, he was promoted to become the Materials Director in 2009, and is responsible for the materials control, total warehousing and logistics functions of AYSH. In 2020, he was promoted to Executive Director of AYSH and currently, he is responsible for managing the overall distribution channel in AYSH.

Delon Oh Yung Kwan graduated from University of Phoenix, USA in 1998 with a Diploma in Marketing. In 2003, he graduated from RMIT University of Melbourne, Australia with a Bachelor's Degree in Business Administration.

Mr Delon Oh joined AYSH in 2003 as Sales Executive and was responsible for formulating marketing strategies and plans, coordinating activities of sales and marketing for the Company. In 2012, he was promoted to the position of Executive Director in AYSH, assisting Group General Manager for planning, organising and overseeing operations of subsidiary companies of AYS Group as well as overseeing Group Human Resources / Administration Department and Payroll. In 2020, he assumed a key role and was tasked to oversee the overall operations, design and implement business strategies, plans and procedures of AYSH, AYSM and AYS (FZ) Sdn. Bhd.

DELON OH YUNG KWAN

Executive Director
Ann Yak Siong Hardware Sdn. Bhd.

48

Date of Appointment : 2 June 2020

Conflict of Interest

None of the Key Senior Management has any conflict of interest with the Group.

Conviction for offences

None of the Key Senior Management have been convicted for any offences within the past 5 years, other than traffic offences, if any and no public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

PROFILE OF KEY SENIOR MANAGEMENT
(CONT'D)

DESMOND WOON YANG LENG

Group Technical and Marketing Director

67

Date of Appointment : 15 July 2016

Woon Yang Leng graduated with a Master of Engineering specialised in Steel Structures and Project Management from Asian Institute of Technology, Bangkok in 1987. He has more than 4 years of extensive practical experience in steel construction while he worked as a site Engineer on construction of facilities for company such as AT&T, President Lines and Super store warehousing in Taiwan. He also has completed a high-rise building using structural steel. His specialise knowledge in the field of steel construction has brought him into British Steel in 1991 and responsible for promoting British Steel products in construction market in Taiwan. Having successful developed the market sector of steel construction for British Steel in Taiwan, he was transferred to Malaysia in 1994 to kick start the British Steel office in Malaysia. He went through the transformation of the company from British Steel to Corus and later to Tata Steel. He was heading the Malaysia office until 2008.

Mr Desmond Woon started Steelco Malaysia in April 2008 and carry on his career in the steel industry. He made use of his extensive steel knowledge helping to bridge the local steel related industries with the more competitive regional suppliers especially the specialized steel producers from China. In 2012, he resigned from Steelco Malaysia and joined AYSH as Senior General Manager-Marketing before being promoted to the current position. Currently, he is responsible for the operations of AOK Engineering Services Sdn. Bhd. and business development on Group's value-added services and project management.

Beyond his corporate role, he is heavily involved in the industry as the Honorary Secretary General of Persatuan Pembina Pakar Keluli. He also serves on the Working Committee for CIDB AKTA 520, a regulatory body dedicated to overseeing and advancing sustainable construction practices across Malaysia.

Tay Yew Thiam graduated with a Bachelor's degree with Honours in Accounting from Universiti Utara Malaysia in 1991. She is a Chartered Accountant of the Malaysian Institute of Accountants, a Certified Financial Planner registered with the Financial Planning Association of Malaysia, and an Associate Member of the Chartered Tax Institute of Malaysia.

Ms Tay began her career in 1991 and has held various finance and accounting roles across financial services, manufacturing and listed-company environments. Prior to joining the Group, she served with the Ann Joo Group until 2007, where she was Head of the Financial Accounting Unit of Ann Joo Resources Berhad.

She joined Ann Yak Siong Hardware Sdn. Bhd. in 2012 as Senior General Manager, Corporate Affairs, and was appointed Group Financial Controller in 2017. She assumed her current role in 2022. Ms Tay oversees the Group's financial management, accounting, credit control and corporate functions, while supporting strategic planning and business development initiatives.

TAY YEW THIAM

Chief Financial Officer

59

Date of Appointment : 1 June 2017

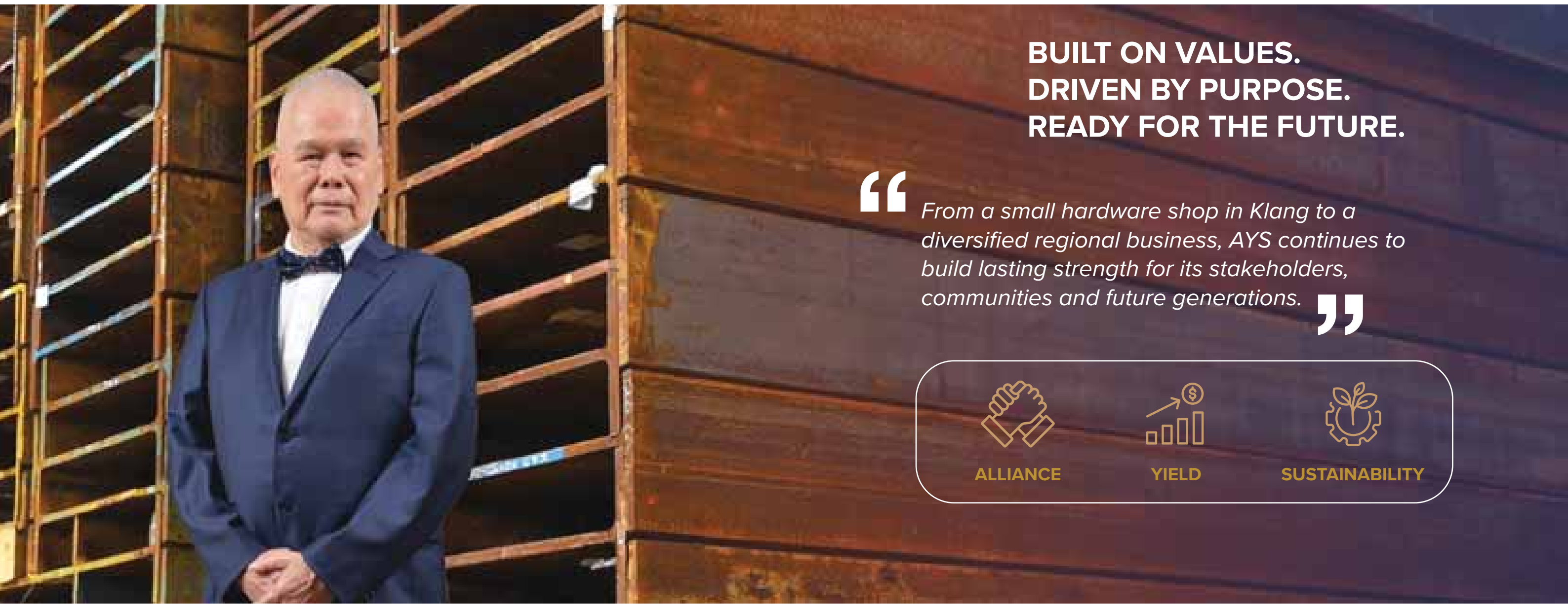
Directorship

None of the Key Senior Management has any other directorship in any other listed issuers.

Family relationship

None of the Key Senior Management has family relationship with other Directors or major shareholders of AYS Ventures Berhad except for Mr Oh Yung Wooi and Mr Oh Yung Kwan who are the sons of Mr Oh Chiew Ho and brothers of Mr Oh Yung Sim and Ms Oh Pooi Foon.

MESSAGE FROM EXECUTIVE CHAIRMAN



DEAR SHAREHOLDERS,

From our humble beginnings in Klang as a small hardware shop, AYS has grown through dedication, integrity and resilience. These values have shaped the Group into the diversified organisation it is today, with established operations spanning steel and building materials distribution, manufacturing, value-added processing and related services across Malaysia and Singapore.

Our journey has always been guided by purpose and a clear vision: to build a sustainable steel and building materials group capable of adapting to changing market conditions while creating long-term value.

Anchored by our core values of **Alliance, Yield and Sustainability**, we continue to strengthen our foundations, embrace practical innovation and position AYS to capture future growth opportunities.

Navigating a Challenging Landscape

The financial year under review was not without challenges. Global geopolitical tensions, elevated interest rates, foreign exchange volatility and slower government-led large-scale infrastructure activity continued to affect the steel and construction sectors.

Against this backdrop, AYS remained focused and disciplined in executing our priorities. We sustained business momentum through continued participation in private sector developments, particularly within the fast-growing data centre industry. Today, AYS has built a meaningful presence in several major data centre-related projects in Malaysia, further strengthening the Group's position as a trusted supply chain and solutions partner in this sector.

I am pleased to share that AYS achieved a turnaround in FYE2026, recording a Profit After Tax ("PAT") of RM1.49 million despite revenue moderating to RM1.08 billion. This reflects the Group's continued focus on operational efficiency, margin discipline, prudent cost management and strategic market positioning amid a challenging business landscape.

The improvement in profitability is encouraging. It demonstrates the resilience of the Group's diversified business model, the dedication of our people and our ability to respond decisively to evolving market conditions. More importantly, it reaffirms our confidence in the Group's long-term direction and underlying strengths.

Beyond financial recovery, we continued to strengthen the Group's governance, operational discipline and sustainability practices during the financial year. These efforts are important as AYS prepares for its next phase of growth, supported by experienced leadership, an evolving management team and a continued focus on responsible business practices.

Positioning for the Future

As we look ahead, we are confident that AYS is well positioned to pursue opportunities emerging within the industry and the broader regional market, notwithstanding ongoing external uncertainties. While the operating landscape continues to evolve, AYS is focused on businesses and opportunities that offer stronger growth potential, improved margins and sustainable long-term value.

Moving forward, our focus will not be limited to revenue growth. We will continue to strengthen the quality and sustainability of earnings through strategic transformation, operational efficiency and value-added capabilities. Our priority remains building a stronger, more resilient organisation capable of delivering sustainable performance across market cycles.

In recognition of the Group's improved performance and after taking into consideration its financial position and future capital requirements, the Board has recommended a final single-tier dividend of 1 sen per ordinary share for FYE2026, subject to shareholders' approval at the forthcoming Annual General Meeting.

Appreciation

On behalf of the Board of Directors, I would like to express my sincere appreciation to our employees, customers, suppliers, bankers, business partners and shareholders for their unwavering trust, commitment and support throughout the years.

The progress of AYS is the result of collective effort, strong partnerships and enduring relationships. With the continued support of our stakeholders, we remain committed to advancing AYS with discipline, accountability and a clear focus on long-term value creation.

Thank you.

Oh Chiew Ho
Executive Chairman

MESSAGE FROM CHIEF EXECUTIVE OFFICER / GROUP MANAGING DIRECTOR

CREATING VALUE. BUILDING THE FUTURE.

"In a dynamic industry, progress requires discipline, adaptability and the ability to respond effectively to market needs.

At AYS, our focus remains on strengthening the business, improving operational efficiency and delivering sustainable value to our stakeholders.

Together, we will continue to build a stronger and more resilient AYS for the future."

STRONGER OPERATIONS
Driving efficiency and performance excellence

SMARTER SOLUTIONS
Enhancing capabilities through innovation

SUSTAINABLE GROWTH
Building responsibility for long-term resilience

CREATING VALUE TOGETHER
Stronger partnerships, stronger communities and shared growth

DEAR SHAREHOLDERS,

On behalf of the Board of Directors, I am honoured to present the Annual Report of AYS Ventures Berhad for the financial year ended 31 March 2026.

FY2026 marked an important year for AYS as we began to see the results of the turnaround strategies implemented over recent financial periods. I am pleased to share that AYS achieved a turnaround in FYE2026, recording a Profit After Tax ("PAT") of RM 1.49 million despite revenue moderating to RM1.08 billion. This reflects the Group's continued focus on operational efficiency, margin discipline, prudent cost management and strategic market positioning amid a challenging business landscape.

This improvement in profitability is encouraging. It stands as a testament to the resilience of the Group's diversified business model, the dedication of our workforce, and our agility in navigating evolving market dynamics. More importantly, it reaffirms our commitment to building a stronger, more sustainable business for the long term.

Revenue moderated during the financial year, reflecting the Group's disciplined risk management approach and prudent credit appetite in extending facilities amid a challenging macroeconomic environment. Rather than pursuing volume at all costs, AYS strategically shifted its focus towards higher-value customers and projects with stronger growth potential and healthier margins.

One of the key growth sectors supporting this repositioning is the rapidly expanding data centre industry in Malaysia. AYS has established a meaningful presence in this segment, reinforcing the Group's position as a trusted steel and building materials solutions partner for notable data centre developments across the country.

During the year, we also continued to strengthen the Group's operational capabilities through digitalisation initiatives, process improvements and enhanced sustainability practices. These efforts support greater operational efficiency, improve resilience across our business operations and position AYS to respond more effectively to evolving customer and industry expectations.

At the same time, global uncertainties, including tariff-related concerns arising from policies imposed by the United States, continued to create volatility across the business landscape in 2025. However, these developments have also encouraged multinational businesses to diversify and expand into ASEAN markets, particularly Malaysia, creating new long-term opportunities for AYS and the broader industrial ecosystem.

I continue to lead AYS under the guidance and stewardship of our Executive Chairman, Mr. Oh Chiew Ho, whose values, vision and entrepreneurial spirit have built the strong foundation of the Group today. As the second generation of leadership, I remain committed to building upon this legacy by driving innovation, creating greater value and positioning AYS for a stronger and more sustainable future.

Together with the Board, our leadership team and the continued guidance of our founder, we remain committed to strengthening our core businesses, pursuing higher-growth opportunities and building a resilient foundation for future generations of AYS.

JESS OH POOI FOON
Chief Executive Officer /
Group Managing Director

MANAGEMENT DISCUSSION AND ANALYSIS


Saloma Link Bridge
Scope: Supply of steel materials

Operating Environment and Outlook

Global Economy

Throughout 2025, the global economy remained resilient but continued to operate in a cautious and uncertain environment. Growth was supported by trade activity and services recovery, while elevated interest rates, geopolitical tensions and renewed trade uncertainties continued to weigh on business sentiment. For industrial players, these conditions reinforced the need for agile procurement, disciplined cost management and resilient logistics planning.

GDP Growth: 3.2%	*(Source: International Monetary Fund, World Economic Outlook, October 2025)*
Trade Growth (Goods and Services): 4.7%	*(Source: World Trade Organization, Global Trade Outlook and Statistics, March 2026)*

Malaysia Economy

Malaysia's economy maintained steady momentum in 2025, recording a GDP growth of 5.2%, supported by domestic demand, exports and investment activity. Growth was further supported by ongoing infrastructure projects, manufacturing activity and rising investments in high-value sectors, including data centres and advanced manufacturing. Malaysia also recorded approved investments of RM426.7 billion, reflecting continued investor confidence and the country's position as a regional industrial and investment destination.

GDP Growth: 5.2% Inflation: 1.4% Unemployment Rate: 2.9% Approved Investments: RM426.7 billion	*(Sources: Department of Statistics Malaysia, Bank Negara Malaysia, Ministry of Finance Malaysia and Malaysian Investment Development Authority, based on latest available information for 2025)*

Singapore Economy

Singapore's economy performed strongly in 2025, recording GDP growth of 5.0%, supported by manufacturing, wholesale trade and high-value services. The recovery in global technology cycles and electronics-related activity contributed to stronger external demand, while the labour market remained stable. Despite global volatility, Singapore continued to demonstrate resilience as a regional hub for trade, finance and advanced services.

GDP Growth: 5.0% Inflation: 0.9% Unemployment Rate: 2.0% Exports: Supported by AI and electronics demand	*(Sources: Ministry of Trade and Industry Singapore, Monetary Authority of Singapore and Ministry of Manpower Singapore, based on latest available information for 2025)*

How AYS Navigated FYE2026

The 2026 financial year tested the Group's adaptability amid a shifting global trade environment. The escalation of US tariff measures created added complexity for international markets and supply chains. At the same time, these developments accelerated the "China Plus One" strategy, as manufacturers sought to diversify their production and sourcing bases across the region.

As a diversified steel solutions provider, AYS navigated these uncertainties by leveraging its presence across multiple industries and customer segments. While certain customers within the Group's distribution and manufacturing divisions were affected by changing trade policies and market conditions, this was partially offset by opportunities arising from private sector developments, particularly within the data centre segment.

As Malaysia and Singapore continued to strengthen their positions as regional digital infrastructure hubs, AYS supported the development of high-specification data centre projects through its structural steel capabilities and building materials solutions. The Group's ability to supply critical materials, including practical construction solutions such as CHY Truss Deck, enabled AYS to participate in higher-growth infrastructure projects, while managing slower demand from more tariff-sensitive sectors.


KL 118 And Merdeka Mall
Scope: Supply of steel materials

MANAGEMENT DISCUSSION AND ANALYSIS
(CONT'D)

Outlook for 2026

MALAYSIA

GDP Forecast
4.0% - 5.0%

Key Growth Catalyst

- Data Centre and Technology Investments: Continued AI-related investments and supply chain diversification under the "China Plus One" strategy are expected to support industrial and construction-related activities.
- Infrastructure Momentum: Progress on major infrastructure projects, including MRT3, ECRL and the Pan Borneo Highway, is expected to support construction activity.
- Manufacturing Expansion: Continued investments in advanced manufacturing, electrical and electronics ("E&E") activities, and industrial development are expected to support demand across the broader supply chain ecosystem.
- Visit Malaysia 2026: Tourism-related activity is expected to support the services, retail and hospitality sectors.

SINGAPORE

GDP Forecast
2.0% - 4.0%

- Digital Transformation: Resilience in the electronics cycle and AI-related capital expenditure are expected to support manufacturing and technology-linked activities.
- Wholesale Trade and Services: Singapore is expected to remain supported by its role as a regional financial, logistics and trading hub.
- Manufacturing Recovery: Continued recovery in semiconductor, precision engineering and electronics-related activities is expected to support industrial demand.
- Construction demand: Construction demand is expected to remain robust, supported by major public infrastructure projects such as Changi Terminal 5 and the Cross Island Line.

Key Headwinds for 2026

The primary headwinds for the coming year are expected to arise from geopolitical developments, energy price volatility and shifting trade policies.

a) Energy Price Volatility

The ongoing Middle East conflict and potential disruptions in the Strait of Hormuz have heightened concerns over global energy supply and price stability. As a key shipping route for global oil and liquefied natural gas, any prolonged disruption could affect fuel, electricity and logistics costs across the region.

- For Malaysia: As an energy-producing economy with exposure to both oil and gas markets, the impact may be mixed. Higher energy prices may provide some revenue support, although sustained elevated oil prices could increase fuel subsidy pressures, affect consumer spending and raise logistics and industrial operating costs.

- For Singapore: As a highly trade-dependent and energy-importing economy, Singapore remains more exposed to energy price shocks. Elevated oil prices may increase electricity, gas and transportation costs, which could weigh on business margins, particularly for energy-intensive sectors.

b) Trade Policy and US Tariffs

Trade policy uncertainty remains a key external risk. Continued uncertainty surrounding US tariffs policies may affect export-oriented sectors and global supply chains. For AYS, this reinforces the importance of maintaining an agile supply chain, disciplined procurement practices and the flexibility to respond to potential input cost pressures and shifting trade flows.

Managing Our Trade Currencies

In FY2026, AYS continued to navigate a shifting global currency landscape. The Group's financial performance was influenced by movement in the US Dollar ("USD"), Malaysian Ringgit ("MYR") and Singapore Dollar ("SGD"). As a Group with exposure to international trade, AYS continued to manage foreign currency fluctuations to support cost stability and protect profit margins.

Currency	2026 Trend	AYS Strategic Response
USD	Moderating from previous strength	After a period of relative strength, the USD showed signs of moderation in FYE2026. A softer USD helped ease the cost of certain imported steel products. The Group managed its foreign currency exposure through forward contracts, where appropriate, to lock in exchange rates and improve cost predictability. This helped reduce exposure to sudden currency movements within the supply chain.
MYR	Relative stability/ improved purchasing support	The MYR provided some support to the Group's purchasing position during the year. This helped manage input costs for selected structural steel products, including CHY Truss Deck, for the domestic market.
SGD	Policy-led stability	The SGD remained one of the region's more stable currencies, supported by Singapore's monetary policy framework. This provided a degree of natural stability for the Group's Singapore-related transactions and operations.

Steel Industry and Outlook

Global Perspective

Following a challenging 2025, during which global steel demand remained subdued amid weakness in China's property sector and continued trade fragmentation, the industry is expected to enter a period of cautious stabilisation.

According to the World Steel Association Short Range Outlook released in April 2026, global steel demand is expected to remain broadly stable in the near term, with demand forecast to grow by 0.3% to 1,724 million metric tonnes ("mt") in 2026, before strengthening by 2.2% to 1,762 million mt in 2027. This outlook suggests that while near-term demand remains modest, the industry may gradually regain momentum as conditions improve across selected markets.

For AYS, this environment reinforces the importance of maintaining a resilient supply chain, disciplined inventory management and the flexibility to respond to changing demand across customer segments.

Malaysia: The Data Centre and Infrastructure Engine

The Malaysian steel industry is expected to remain supported in 2026 as major infrastructure, industrial and digital economy projects continue to progress from planning stages into active development and execution.

- Data Centre Expansion: Malaysia continues to strengthen its position as a regional data centre hub, particularly within Johor and Selangor. The growing pipeline of data centre developments is expected to support demand for structural steel and specialised construction solutions that facilitate efficient and accelerated project delivery.

- Strategic Infrastructure Projects: Continued progress under the 13th Malaysia Plan, including projects such as MRT3, ECRL and the Johor-Singapore Special Economic Zone ("JS-SEZ"), is expected to provide ongoing support for steel consumption and construction-related activities.

- Industrial Development: The New Industrial Master Plan ("NIMP") 2030 continues to support the expansion of high-value manufacturing, semiconductor-related investments and industrial development, contributing to broader demand for engineering-grade steel and industrial materials.

Singapore: Stability through High-Value Development

The Singapore steel market is expected to remain resilient, supported by continued demand for high-quality, sustainable, and technology-enabled construction solutions.

- Public Sector Demand: Major civil engineering and infrastructure projects, including Changi Terminal 5, the Cross Island Line and large-scale urban redevelopment initiatives, are expected to provide a stable base of steel demand.

- Green Building Requirements: In line with the Singapore Green Plan 2030, developers and contractors are placing greater emphasis on sustainable building materials and verified environmental performance. This is expected to support demand for steel products with clearer sustainability credentials and lower-carbon attributes.

- Sector Outlook: While manufacturing exports may continue to face global trade headwinds, Singapore's domestic construction sector is expected to remain relatively stable. Steel consumption is expected to be supported by ongoing infrastructure upgrades and demand from high-specification commercial, industrial and public sector developments.

MANAGEMENT DISCUSSION AND ANALYSIS
(CONT'D)

Operational Review

Trading & Services Division

Division Overview

With more than four decades of industry experience, AYS has established a strong presence within Malaysia's steel distribution sector. The Group's expansion into Singapore through Steelaris Pte. Ltd. has further strengthened its regional footprint, enhancing market reach and export capabilities across ASEAN and other international markets.

The Trading & Services Division remains the backbone of the Group, focusing on the distribution of structural steel products and building materials. The division supports customers across industries including Oil & Gas, construction and shipbuilding, serving as an important link within the supply chain.

Supported by approximately 23.5 acres of warehousing facilities across Malaysia and Singapore, the Group maintains the operational capacity and logistics network required to support timely product delivery and customer requirements for infrastructure, industrial and development projects.

The Group's warehousing network and inventory management capabilities also provide greater flexibility in responding to changes in customer demand, project timelines and supply chain conditions.

The Group continues to support both domestic and export markets through its regional logistics network and established customer relationships across multiple industries.

Financial Performance

REVENUE	PROFIT AFTER TAX
RM1,040.416 million	RM5.909 million

In FYE2026, the Trading & Services Division achieved revenue of RM1,040.416 million and successfully returned to profitability, recording a Profit After Tax ("PAT") of RM5.909 million.

This performance represents a significant turnaround from the loss after tax of RM14.975 million recorded in the previous financial year. The recovery reflects the Group's continued focus on strategic realignment, operational discipline and margin management.

Key Drivers of the Turnaround

The transition from a loss-making position to profitability was supported by the following factors:

- Cost Rationalisation
  The Group continued to streamline logistics and warehousing operations across its Malaysia and Singapore hubs, contributing to improved operational efficiency and lower overhead costs.
- Focus on High-Value Sectors
  The Group continued to optimise its sales mix towards specialised products and projects within higher-growth sectors, particularly Oil & Gas and data centre-related developments. This supported more resilient margins despite continued regional pricing competition.

The division also maintained a disciplined approach towards customer selection, inventory management and pricing strategy to preserve margins in a competitive market environment.

The Group also continued to monitor working capital closely through active monitoring of inventory turnover, receivables and procurement planning.

Navigating Market Challenges

While the division has returned to profitability, the Group remains mindful of external challenges that may continue to affect market conditions and operating costs.

- Global Steel Price Fluctuations
  The Group continues to monitor international steel pricing trends and market movements closely to support margin management and pricing discipline.
- Logistics and Supply Chain Challenges
  Shifting global shipping patterns, energy price volatility and logistics-related cost pressures continue to affect regional procurement and export activities.

Moving forward, the Group remains focused on sustaining profitability by leveraging its regional network, industry experience and continued operational improvements.

While market conditions are expected to remain competitive, the Group believes its diversified customer base, regional presence and operational discipline will continue to support the Group's long-term sustainability and operational stability.

AYS's warehouse operations

MANAGEMENT DISCUSSION AND ANALYSIS
(CONT'D)

Project Highlights

Micron Semiconductor Manufacturing Plant

TM Data Centre

Kapar Industrial Park

(integrated structural steel supply and project management works)

Microsoft Data Centre

Mapletree Logistics Hub

Metrohub Logistic Hub

MANAGEMENT DISCUSSION AND ANALYSIS
(CONT'D)

Manufacturing Division

Division Overview

The Manufacturing Division continues to strengthen its position as a provider of specialised structural steel components and value-added building solutions. The division remains focused on delivering practical and efficient products that support construction productivity, reduce project timelines and improve structural performance.

Supported by dedicated manufacturing facilities in Klang, the division continues to enhance its production efficiency, quality control and delivery capabilities to support evolving customer requirements.

By aligning its manufacturing capabilities with evolving industry requirements and increasing demand for sustainable construction solutions, the Group continues to diversify its product offerings and strengthen its market presence.

Financial Performance

REVENUE	PROFIT AFTER TAX
RM35.479million	RM1.364 million

In FYE2026, the Manufacturing Division delivered a strong performance, supported by significant revenue growth and continued profitability. The division achieved a 29.3% increase in revenue compared to the previous financial year.

This performance was primarily driven by the following factors:-

Resilient Demand for Steel Purlins: Demand for the division's core steel purlin products remained stable, supported by continued activity within industrial, commercial and infrastructure-related projects.

Strategic Revenue Diversification: The continued market penetration of CHY Truss Deck contributed positively to the division's revenue growth. As a prefabricated steel decking solution designed to improve construction efficiency and reduce material wastage, CHY Truss Deck continues to gain acceptance among developers and contractors seeking more efficient and sustainable construction methods.

The Group continues to focus on higher value-added manufacturing activities and specialised steel solutions to strengthen product differentiation and improve overall margin resilience.

Moving forward, the growing adoption of prefabricated and steel-based construction methods is expected to continue supporting demand for the division's products and solutions.

Project Highlights

Kapar Industrial Park

(value-added steel processing and fabrication support)

PDG Data Centre

Equinix Data Centre

Petronas Geoscience project

Project Highlights

Sunway Ipoh City Mall

Jotun R&D Centre

Others Division

Division Overview

The Others Division primarily comprises the Group's property management and engineering-related services. In FYE2026, the division undertook a strategic shift in its asset utilisation, with greater emphasis placed on supporting the internal operational requirements of the Group's core business divisions rather than maximising external rental income.

Financial Performance

REVENUE
RM0.169 million

LOSS AFTER TAX
RM5.784 million

The division's financial performance during the financial year reflected the Group's planned transition in asset management and operational priorities. The reduction in external revenue to RM0.169 million and the loss recorded during the financial year, were mainly attributable to the cessation of warehouse rental activities involving third-party tenants at the Group's Port Klang Free Zone ("PKFZ") facility, following the strategic internalisation of warehouse assets to support the Group's core operations.

Strategic Internalisation

Rather than renewing external lease arrangements, AYS strategically redeployed approximately 270,000 square feet of built-up warehouse space at its PKFZ facility to support the expanding operational requirements of its core subsidiaries, Ann Yak Siong Hardware Sdn. Bhd. and Steelaris Pte. Ltd..

This strategic internalisation initiative allows the Group to:

- Optimise Logistics Efficiency
  Strengthen inventory coordination and centralise stock management within the strategically located West Port vicinity.

- Enhance Operational Control
  Improve oversight of inventory handling, storage and operational coordination for structural steel products and materials.

- Capture Internal Synergies
  Reduce overall logistics and warehousing costs through utilisation of the Group's internally owned industrial assets.

This approach supports better asset utilisation and strengthens the Group's ability to respond to inventory, logistics and storage requirements across its regional operations.

Engineering and Digital Synergy: AOK Engineering Services Sdn. Bhd. ("AOK")

While the division's property-related activities focused on internal operations, the Group's associated company, AOK, continued to strengthen the Group's engineering and digitalisation capabilities.

- **3D BIM Excellence**
  AOK continues to provide advanced 3D Building Information Modelling ("BIM") services, with ongoing involvement in projects requiring precision engineering and technical detailing, including collaboration with Japanese partners such as Kondo Steel Corporation and Okaya & Co. Ltd.

- **Precision Fabrication Integration**
  By integrating AOK's BIM models with CH Yodoform Sdn. Bhd.'s automated steel processing systems, the Group continued to improve coordination between design and fabrication processes, contributing to better production efficiency, accuracy and workflow integration.

- **Digital Transformation**
  The application of BIM technology remains an important part of the Group's broader digitalisation and operational improvement strategy, supporting innovation and enhancing competitiveness within the construction and steel industries.

Moving forward, the Group will continue to leverage BIM capabilities to support project coordination, design accuracy and value-added engineering services for customers.

MANAGEMENT DISCUSSION AND ANALYSIS
(CONT'D)

Value Creation Model

We leverage our key capitals and operational capabilities to create sustainable value for our stakeholders through our integrated business model, disciplined execution and responsible practices.

KEY CAPITALS

INPUTS

Financial Capital
- Total Assets: RM1,098.124 million
- Total Bank Borrowings: RM378.504 million
- Shareholders' Fund: RM466.135 million
- Strong banking and supplier relationships

Manufactured Capital
- Approximately 29 acres of warehousing and factory space with a storage capacity of approximately 160,000 metric tonnes
- Regional supply chain and logistics network
- CHY Truss Deck and steel manufacturing facilities

Intellectual Capital
- More than four decades of industry experience
- Customised SAP-powered operational platform
- Growing digitalisation initiatives and data-driven processes

Human Capital
- Diverse workforce across Malaysia and Singapore
- Continuous training and development programmes
- Leadership succession and talent development supporting future growth

Social Capital
- Trusted long-term relationships with customers and suppliers
- Strong participation in Malaysia's growing data centre-related ecosystem
- Community engagement and stakeholder collaboration initiatives

Natural Capital
- Commitment to sustainable and responsible operations
- Renewable energy adoption
- Continued environmental monitoring and resource optimisation

VALUE ADDING

MATERIAL MATTERS

What Matters Most to AYS

Effective Resource Allocation
1. Warehouse and Operational Optimisation
2. Strategic Financial Allocation
3. Procurement and Supply Chain Management
4. Digitalisation and Innovation

Emission Control and Energy Efficiency
5. Emission Control

Talent Management
6. Talent Attraction, Retention, and Development

Eco-Product Awareness and Processes
7. Sustainable Construction

Governance and Human Well-Being
8. Corporate Governance
9. Information Security and Data Privacy
10. Occupational Safety and Health
11. Fair Labour Practices

Key Business Risks
1. Foreign Exchange Volatility
2. Cybersecurity Threats, including Malware and Ransomware Attacks
3. Commodity Price Fluctuations
4. Supply Chain and Logistics Disruptions
5. Regulatory and Compliance Risks
6. Talent Retention and Workforce Availability

CORE BUSINESS ACTIVITIES

WHAT WE DO

Regional One-Stop Steel and Building Materials Centre

Trading & Services
- Structural Steel Products
- Construction Materials
- Steel Service Centre
- Project Management

Manufacturing
- "C" & "Z" purlins
- Truss Decks
- Value-Added Steel Services

Others
- 3D Building Information Modelling ("BIM")
- Warehousing and Property Management

Business Model & Strategies
1. Financial Stability
2. Digital Transformation
3. Warehouse Rationalisation
4. Strategic Regional Expansion
5. People Development
6. Corporate Sustainability

OUR ASPIRATION

Vision

To be a leading and sustainable regional steel distributor to service the needs of engineering, energy sectors and construction industries.

Mission

Providing customers with total solutions in quality products and services

Broadening our product range and value-added activities

Practising good corporate social responsibility

Rewarding all stakeholders equitably

Core Values

Alliance Yield Sustainability

Value Created for our Stakeholders (Our Outputs and Outcomes)

Economic

Revenue: RM1,076.064 million

Profit Before Interest and Tax: RM15.084 *million*

Steel Manufactured Products: 16,834 *metric tonnes*

Structural Steel Distributed: 329,309 *metric tonnes*

Customer Satisfaction Rate: 90%

Social

Occupational Safety and Health: Zero Fatality

Diverse and Inclusive Workforce
- 33% Women on the Board
- 43% Women in Management Positions
- 44% Female Employees across Total Workforce

New Hires:
- 50 Employees
- 100% of Job Opportunities Offered to Local Communities

Governance

Bribery and Corruption Cases: Zero

Board Independence: 33% Independent Directors

Risk Management: Formal Reports Submitted to the Board Biannually

Cybersecurity: Enhanced controls and continuous monitoring

Environmental

Renewable Energy Generated: 170.340 *MWh*

CO_2e emissions avoided: 131.84 *metric tonnes*

Recyclable Waste Processed: 700 *kg*

Sustainable Products and Solutions: Promoting CHY Truss Deck as a sustainable construction solution

** Please refer to our Sustainability Statement 2026 for additional details.*

MANAGEMENT DISCUSSION AND ANALYSIS
(CONT'D)

Stakeholder Relationships

At AYS, we recognise that our success is built upon a foundation of trust, collaboration and long-term relationships. Our stakeholder engagements are not merely operational requirements; they are fundamental to building a resilient, sustainable and future-ready organisation.

As we navigate an evolving business and economic landscape, our commitment remains focused on fostering transparent, meaningful and mutually beneficial engagements with our stakeholders. By aligning our strategic direction with the expectations and evolving priorities of our stakeholders, we continue to strengthen governance, support innovation, and create long-term shared value.

Investors

We are committed to creating sustainable long-term value for our shareholders through high standards of accountability, transparency and responsible business practices. The Group strives to keep the investment community informed of its financial performance, strategic direction and long-term growth prospects.

Engagement Channels	Key Interests and Concerns	Strategic Responses
Platform Annual General Meeting — A Annual and Sustainability Statements — A Quarterly Results and Bursa Malaysia disclosures — Q Investor Briefings and Media Communications — R	• Group financial and ESG performance • Business resilience and growth plans • Shareholder returns • Corporate Governance practices • Business direction and strategic outlook	• Transparent and timely reporting • Clear communication of long-term strategies and priorities • Focus on sustainable value creation • Strengthened risk management and governance practices

Employees

Our people are central to AYS's long-term success. We prioritise a safe, inclusive and supportive workplace that values professional development and employee welfare, while supporting a high-performing and future-ready workforce.

Engagement Channels	Key Interests and Concerns	Strategic Responses
Platform Performance Appraisals — Q Employee Engagement and CSR Activities — R Employee Satisfaction Surveys — A Health and Safety Programmes — R Training and Development Programmes — R	• Career progression and job security • Fair remuneration and benefits • Workplace health and safety • Work-life balance • Ethical labour practices and human rights	• Defined talent development pathways • Competitive, industry-aligned remuneration packages • Comprehensive training programmes • Leadership engagement and internal dialogue

MANAGEMENT DISCUSSION AND ANALYSIS
(CONT'D)

Customers

The trust of our customers remains fundamental to the Group's long-term growth and business sustainability. We remain focused on delivering high-quality structural steel and building materials, supported by responsive and reliable customer service.

Engagement Channels	Key Interests and Concerns	Strategic Responses
Platform Customer Satisfaction Surveys — A Regular Customer Meetings and Consultations — R Industry Networking and Community Events — R Digital Communication channels and Websites — R	• Competitive pricing and timely delivery • Product quality and consistency • Responsive customer service • Data privacy and protection	• Dedicated in-house sales teams and customer support services • Optimised supply chain and pricing strategies • Continuous quality control and process improvement • Adherence to the Group's Code of Business Conduct and Data Protection policies • Strengthened inventory and distribution planning

Suppliers, Vendors and Bankers

Maintaining an ethical and efficient supply chain, together with access to reliable financial support, remains important to the Group's operational effectiveness. We continue to foster transparent and long-term relationships with suppliers, vendors and financial institutions to support business continuity, manage risks and facilitate growth.

Engagement Channels	Key Interests and Concerns	Strategic Responses
Platform Supplier Evaluation and Performance Reviews — A Regular Meetings and Strategic Discussions — R Industry Networking and Community Events — R Company Websites and Communication Platforms — R	• Transparency in procurement processes • Commitment to supply chain sustainability • Clarity and consistency in payment schedules • Adherence to ethical business conduct	• Fair, structured evaluation of vendor proposals and quotations • Upholding responsible, ethical and ESG-aligned procurement practices • Timely payments and open communication on payment terms • Strict compliance with ethical procurement and anti-corruption policies

Government and Regulators

Compliance remains a foundational pillar of the Group's operations. AYS maintains proactive engagement with regulatory authorities and industrial bodies to support compliance with applicable laws and regulations, while contributing to broader economic development and sustainability objectives.

Engagement Channels	Key Interests and Concerns	Strategic Responses
Platform Participation in Government Events and Programmes — R Involvement in Industry Associations — R Regulatory Compliance Reporting — R Audits, Inspections and Regulatory Reviews — R	• Compliance with laws, regulations and industry standards • Sound corporate governance practices • Support for national sustainability and ESG objectives • Ethical and responsible business practices • Effective risk management and internal controls	• Robust policies and periodic internal reviews • Strong Board oversight and governance practices • Alignment with national ESG frameworks • Regular ethics and compliance training

MANAGEMENT DISCUSSION AND ANALYSIS
(CONT'D)

Local Communities

As a responsible corporate citizen, AYS continues to engage with local communities to support inclusive and sustainable development. The Group's community engagement initiatives focus on social well-being, environmental stewardship and community empowerment.

Engagement Channels	Key Interests and Concerns	Strategic Responses
Platform (Frequency) CSR Programmes — R Participation in Community Activities — R Community Meetings and Discussions — R Digital Outreach through News Portals, Emails and Websites — R	• Addressing environmental and social concerns • Contributions to local community well-being • Access to employment and training opportunities • Responsible environmental practices	• Community-focused sustainability initiatives • Regular CSR programmes and local engagement efforts • Local talent hiring and development • Environmentally responsible operations

Legend: *Frequency* | A *Annually* | Q *Quarterly* | M *Monthly* | R *Regularly*

Material Matters

Identifying and prioritising the sustainability matters that are material to both AYS and its stakeholders remain an important part of the Group's long-term business and sustainability strategy. This process enables the Group to better manage risks, identify opportunities and allocate resources in a manner that supports responsible and sustainable growth.

Since 2018, AYS has conducted periodic materiality assessments to identify key Economic, Environmental, Social, and Governance ("EESG") matters. These matters are reviewed annually to ensure continued relevance in response to evolving business conditions, stakeholder expectations and regulatory developments.

The FYE2026 Materiality Process
For FYE2026, the Group further refined its materiality focus to better align with its operational priorities, business transformation initiatives and sustainability objectives. The Group expanded its material matters from 8 topics in the previous year to 11 defined material matters, enabling more focused management attention and clearer sustainability reporting across the value chain.

Our Approach to Materiality

Phase 1 : Review

Benchmarking

Reviewed existing material matters against Bursa Malaysia's Sustainability Reporting Guide and industry best practices to identify those with the greatest potential stakeholder and business impact.

Phase 2 : Ranking

Stakeholder Engagement

Collected insights from internal staff and external stakeholders through surveys, where respondents ranked sustainability issues by importance and relevance to long-term value creation.

Phase 3 : Visualisation

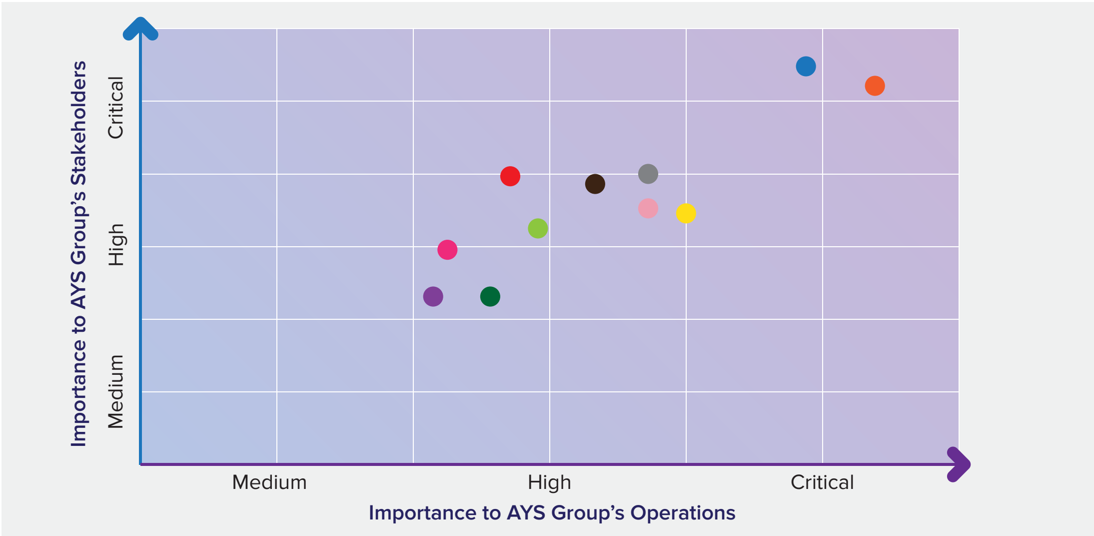
Materiality Mapping

Developed a Materiality Matrix to visualise and communicate the relative priority of each material matter based on stakeholder input and business impact.

Phase 4 : Approval

Board Validation

The final list of material matters and materiality matrix were reviewed and approved by the Board of Directors, ensuring alignment with the Group's strategic priorities.



Emission Control and Energy Efficiency
- Emission Control

Talent Management
- Talent Attraction, Retention, and Development

Eco-Product Awareness and Processes
- Sustainable Construction

Effective Resource Allocation
- Warehouse and Operational Optimisation
- Procurement and Supply Chain Management
- Strategic Financial Allocation
- Digitalisation and Innovation

Governance and Human Well-being
- Corporate Governance
- Occupational Safety and Health
- Information Security and Data Privacy
- Fair Labour Practices

Managing our Key Risks

At AYS, risk management is viewed not merely as a control function, but as an important enabler of sustainable growth when managed with discipline, agility and sound judgement. Guided by a comprehensive risk management framework, the Group identifies, assesses, mitigates and monitors key risks across its operations. This approach ensures that business decisions remain aligned with strategic objectives, while safeguarding stakeholder interests and strengthening long-term organisational resilience.

During the financial year under review, the Board received regular updates on key risk exposures, including potential impact, the adequacy of existing controls and the progress on mitigation actions. For FYE2026, the Group identified two principal risks as the primary focus of our strategic oversight.

For FYE2026, the Board identified foreign exchange volatility and cybersecurity threats as the key risks requiring heightened management attention.

Managing Our Key Risks

Foreign Exchange Volatility

Risk Level: High

Potential Impact:

- Uncertainty in import costs

Mitigation Strategies:

- Conduct daily foreign exchange monitoring using credible financial platforms to track trends and fluctuations.
- Enter into forward exchange contracts to hedge against adverse currency fluctuations.

Cybersecurity Threats (Malware and Ransomware Attacks)

Risk Level: Significant

Potential Impact:

- Operational disruption and loss of sensitive data

Mitigation Strategies:

- Deploy and maintain antivirus and anti-malware software across endpoints and networks.
- Regularly update and patch systems to address known vulnerabilities.

MANAGEMENT DISCUSSION AND ANALYSIS
(CONT'D)

AYS's Strategic Focus

In navigating an increasingly complex global business environment, AYS remains vigilant and adaptive amid global trade volatility, geopolitical tensions, foreign exchange fluctuations, elevated interest rates and evolving U.S. trade policies and shifting international trade dynamics. These external pressures continue to create challenges across the regional steel, construction and supply chain ecosystem.

Against this backdrop, AYS continues to adopt a proactive, disciplined and forward-looking strategic approach to safeguard business continuity, strengthen operational resilience and position the Group for sustainable long-term growth. Anchored by our core strengths in steel and building materials distribution, regional supply chain network and industry experience, we remain agile in responding to evolving market conditions while capitalising on emerging opportunities within Malaysia and the broader ASEAN region.

To strengthen our resilience and enhance long-term value creation, we are focused on the following six strategic pillars:-

6
Strategic Pillars

Financial Stability
Maintain a strong financial position through prudent cash flow management, disciplined cost control and efficient resource allocation to support long-term stability amid evolving market conditions.

Digital Transformation
Accelerate digitalisation across key operations, including supply chain management and customer engagement, to enhance operational efficiency, strengthen decision-making and improve competitiveness.

Warehouse Rationalisation
Optimise warehouse utilisation through operational centralisation, reduced double handling and improved turnaround time to enhance operational efficiency and service delivery.

Strategic Expansion
Pursue growth opportunities through market diversification and expansion of product and service offerings to better address evolving customer needs across its regional and global customer base.

People Development
Invest in talent development, upskilling and retention initiatives to strengthen workforce capabilities and support operational excellence.

Corporate Sustainability
Integrate sustainability into business activities by advancing ESG practices, responsible sourcing and initiatives that support long-term value creation for stakeholders.

Performance Review

GROUP REVENUE
RM1,076.064 *million*
FYE 2025: RM1,321.439 million

MARKET CAPITALISATION
RM87.876 *million*
FYE 2025: RM104.615 million

GROUP PROFIT / (LOSS) AFTER TAX
RM1.489 *million*
FYE 2025: (RM12.890 million)

BASIC EARNINGS / (LOSS) PER SHARE
RM0.015
FYE 2025: (RM0.010)

GROUP PROFIT BEFORE INTEREST AND TAX
RM15.084 *million*
FYE 2025: RM13.095 million

NET ASSETS PER SHARE
RM1.10
FYE 2025: RM1.07

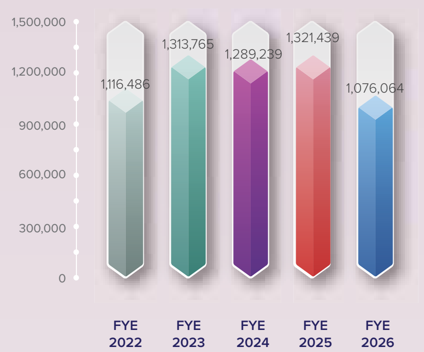
RETURN ON TOTAL ASSETS
0.14%
FYE 2025: (1.11%)

NET BORROWINGS / EQUITY (TIMES)
0.73 *times*
FYE 2025: 0.77 times

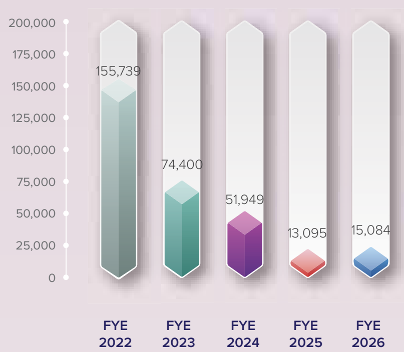
MANAGEMENT DISCUSSION AND ANALYSIS
(CONT'D)

Performance Review

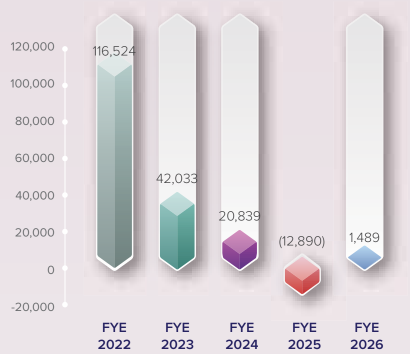
Revenue (RM'000)



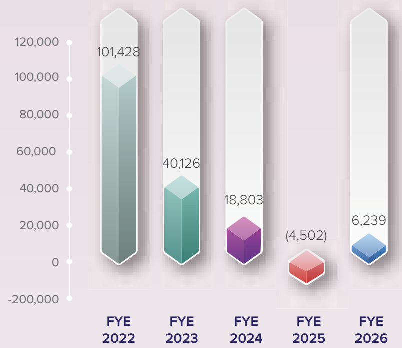
Profit Before Interest and Tax (RM'000)



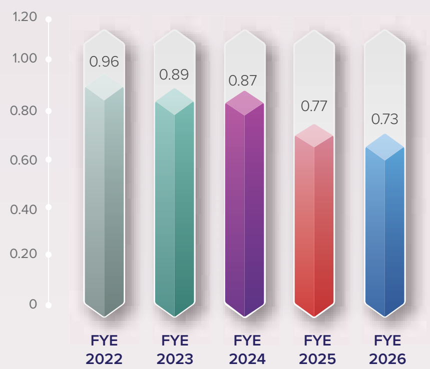
Profit / (Loss) After Tax (RM'000)



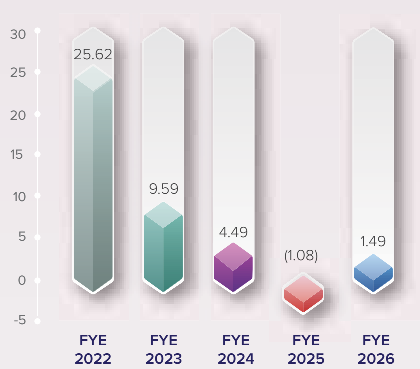
Profit / (Loss) Attributable To Owners Of The Company (RM'000)



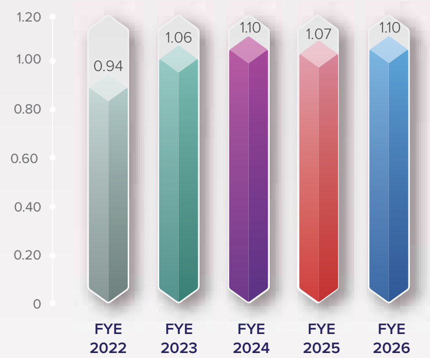
Net Borrowings / Equity (times)



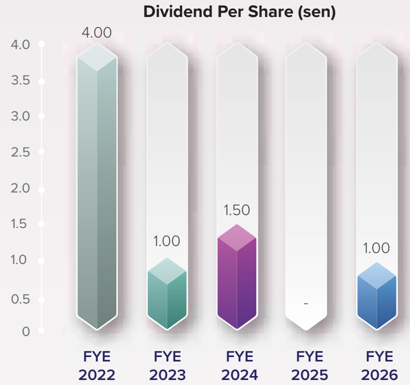
Basic Earnings / (Loss) Per Share (sen)



Net Assets Per Share (RM)



Dividend Per Share (sen)



MANAGEMENT DISCUSSION AND ANALYSIS
(CONT'D)

Financial Year Ended 31st March (RM'000)	2022	2023	2024	2025	2026
Revenue	1,116,486	1,313,765	1,289,239	1,321,439	1,076,064
Profit Before Interest and Tax	155,739	74,400	51,949	13,095	15,084
Finance Costs	11,039	20,291	25,446	24,967	17,625
Profit/(Loss) Before Tax	145,472	54,634	26,956	(11,492)	(257)
Profit/(Loss) After Tax	116,524	42,033	20,839	(12,890)	1,489
Profit/(Loss) Attributable to Owners of The Group	101,428	40,126	18,803	(4,502)	6,239
Total Equity Attributable to Owners of The Group	395,011	443,419	459,119	447,214	459,409
Total Assets	1,094,479	1,101,583	1,113,580	1,159,729	1,098,124
Total Borrowings	441,191	437,143	446,885	410,670	378,504
Net Borrowings/Equity (times)	0.96	0.89	0.87	0.77	0.73
Basic Earnings/(Loss) Per Share (sen)	25.62	9.59	4.49	(1.08)	1.49
Net Assets Per Share (RM)	0.94	1.06	1.10	1.07	1.10
Dividend Per Share (sen)	4.00	1.00	1.50	-	1.00

	Description / Commentary	FYE 2025 (RM'000)	FYE 2026 (RM'000)	Change (%)
Selling and distribution expenses	Selling and distribution expenses mainly comprised transportation costs and sales-related expenses such as trade credit insurance premiums, marketing and promotional expenses, entertainment expenses, as well as travelling and accommodation costs. The 6.55% decrease in selling and distribution expenses during the financial year was primarily attributable to lower trade credit insurance premiums, entertainment expenses and travelling and accommodation costs, reflecting the Group's continued focus on cost optimisation and prudent expenditure management in line with operational requirements during the financial year.	20,157	18,837	-6.55%
Administration expenses	Administration expenses mainly comprised staff-related costs, management fees for sales administration and accounting services, as well as other general administration expenses incurred in the ordinary course of business. The 13.06% increase in administration expenses during the financial year was primarily attributable to higher staff-related costs, including one-off staff rationalisation costs, in line with the Group's improved operating results and continued investment in human capital. The increase remained within the Group's overall cost management framework.	49,548	56,020	13.06%

MANAGEMENT DISCUSSION AND ANALYSIS
(CONT'D)

	Description / Commentary	FYE 2025 (RM'000)	FYE 2026 (RM'000)	Change (%)
Other expenses	Other expenses mainly comprised maintenance expenses, depreciation charges and sundry operating expenses incurred in the ordinary course of business. The 11.45% increase in other expenses during the financial year was primarily attributable to higher depreciation charges and other operating expenses arising from the Group's ongoing operational requirements.	11,473	12,787	11.45%
Impairment loss of financial assets	Impairment loss of financial assets mainly comprised allowances for expected credit losses on trade receivables, assessed based on historical loss experience, prevailing economic conditions and forward-looking information. The decrease in impairment loss during the financial year was primarily attributable to improved collection efforts and recovery of outstanding debts, coupled with the Group's continued emphasis on prudent credit assessment and risk management practices in managing credit exposure.	3,445	307	-91.09%
Finance costs	Finance costs decreased by 30.15% during the financial year, primarily attributable to lower bank borrowings following the Group's continued optimisation of working capital management, including securing extended credit terms from suppliers. This reduced reliance on interest-bearing bank facilities for inventory financing, consequently lowering overall finance costs.	23,959	16,736	-30.15%
Tax Expense	The Group recorded a tax credit of RM1.746 million in FYE2026, compared with a tax expense of RM1.398 million in FYE2025, primarily due to the recognition of deferred tax assets arising from the reversal of temporary differences.	1,398	(1,746)	-224.89%

Analysis of the Financial Position

	Description / Commentary	FYE 2025 (RM'000)	FYE 2026 (RM'000)	Change (%)
Property, Plant and Equipment ("PPE")	The 16.17% increase in PPE was primarily attributable to revaluation gain on land and buildings which were carried out by qualified independent valuer on FYE2026, the reclassification of the Port Klang Free Zone ("PKFZ") warehouses from investment properties to PPE following the change in use to owner-occupied purposes, as well as additions in IT infrastructure, warehouse equipment and machinery to support the Group's operational requirements.	112,365	130,538	16.17%

MANAGEMENT DISCUSSION AND ANALYSIS
(CONT'D)

	Description / Commentary	FYE 2025 (RM'000)	FYE 2026 (RM'000)	Change (%)
Investment Properties	The 5.05% decrease in investment properties was primarily attributable to the reclassification of the PKFZ warehouses to PPE and Right-of-use assets. This decrease was partially offset by revaluation gains recognised during the financial year.	76,315	72,460	-5.05%
Inventories	The 2.01% decrease in inventories was mainly attributable to lower overall inventory holdings at the end of the financial year, reflecting the Group's continued inventory management. Nevertheless, the inventory turnover period increased to 184 days in FYE 2026 from 150 days in FYE 2025, primarily due to changes in inventory mix, including inventories held to fulfil firm sales orders secured for the subsequent quarters.	507,741	497,528	-2.01%
Trade Receivables	The 19.09% decrease in trade receivables was primarily attributable to lower revenue recorded during the financial year, coupled with the Group's continued focus on collection efforts. As a result, the trade receivables turnover period improved to 96 days in FYE2026 from 97 days in FYE 2025, remaining within the industry norm of 90 to 150 days.	349,933	283,147	-19.09%
Cash and Cash Equivalents	The 35.05% decrease in cash and cash equivalents was primarily attributable to the investment in a newly incorporated company through the subscription of a 14.9% equity interest, acquisition of an additional 15.0% equity interest in a subsidiary and repayment of bank borrowings during the financial year.	56,992	37,019	-35.05%
Bank Borrowings	The 7.83% decrease was primarily attributable to lower utilisation of external bank financing, supported by extended credit terms from suppliers and scheduled repayments of term loan instalments during the financial year.	410,670	378,504	-7.83%
Trade Payables	The 12.94% decrease in trade payables in FYE2026 was mainly attributable to lower inventory holdings during the financial year. Nevertheless, the trade payables turnover period increased to 77 days from 71 days in FYE2025, reflecting extended credit terms and the Group's continued working capital management efforts.	239,773	208,751	-12.94%
Total Equity	The 0.98% increase in total equity was mainly attributable to profit after tax generated during the financial year.	461,616	466,135	0.98%

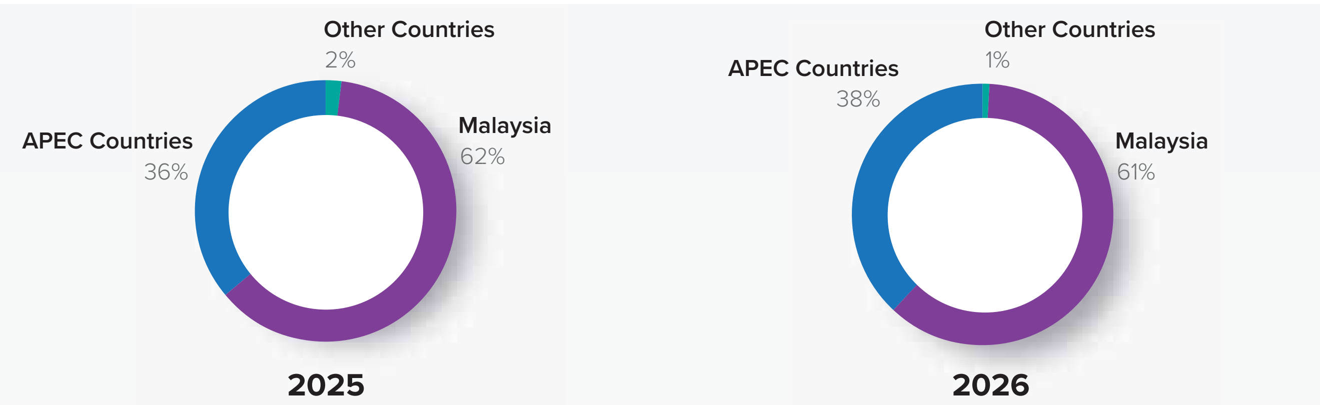
MANAGEMENT DISCUSSION AND ANALYSIS
(CONT'D)

Financial Ratio

	FYE 2025	FYE 2026
Current Ratio	1.43	1.41
Quick Ratio	0.65	0.58
Gross Gearing Ratio	0.92	0.82
Net Gearing Ratio	0.79	0.74

Segmental Disclosure

Geographical Analysis



MANAGEMENT DISCUSSION AND ANALYSIS
(CONT'D)

Group Revenue (RM'000)	FYE 2025	FYE 2026
Malaysia	816,544	656,107
APEC Countries	470,827	409,053
Other Countries	34,068	10,904
Total	1,321,439	1,076,064

Dividend

The Group adopts a balanced and prudent approach to dividend distribution, taking into consideration its financial performance, future business outlook, capital requirements and the need to maintain adequate financial flexibility to support ongoing operations and growth initiatives.

For the financial year, the Group recorded earnings per share ("EPS") of 1.49 sen.

In view of the Group's improved financial performance during the financial year, the Board has recommended a final single-tier dividend of 1 sen per ordinary share for this financial year, subject to shareholders' approval at the forthcoming Annual General Meeting.

Financial Calendar

Announcement of Consolidated Results	Annual General Meeting
Quarter 1: 25 August 2025	Notice of 15th AGM: 26 June 2026
Quarter 2: 24 November 2025	15th AGM: 27 July 2026
Quarter 3: 24 February 2026	
Quarter 4: 25 May 2026	

Appreciation and Commitment

On behalf of the leadership team, I would like to express my sincere appreciation to our employees, customers, suppliers, financial partners and shareholders for their continued trust and support.

The past year required disciplined execution, operational focus and adaptability. Your confidence in AYS has been important as we navigate market challenges and pursue opportunities for sustainable growth.

I would like to especially acknowledge our employees for their dedication, resilience and teamwork throughout the financial year. Their efforts have been central to the Group's progress and continued recovery.

I would also like to extend my appreciation to the Board of Directors for their guidance and oversight. Their stewardship has been instrumental in strengthening corporate governance and supporting the Group's long-term direction.

As we move forward, we remain committed to the values that define AYS. By investing in our people, advancing digital transformation and strengthening our sustainability practices, we aim to build a more resilient and future-ready organisation.

We enter the new financial year with a clear purpose and renewed determination. Together, we will continue to embrace practical innovation, overcome challenges and create sustainable value for all stakeholders.

JESS OH POOI FOON
Chief Executive Officer / Group Managing Director

Presenting AYS Group Sustainability Statement

AYS Ventures Berhad ("AYS" or "the Group") presents its Sustainability Statement for the financial year ended 31 March 2026 ("FYE2026"). This Statement outlines the Group's approach to managing sustainability-related risks and opportunities, as well as its performance across key environmental, social and governance ("ESG") areas.

The Group recognises that sustainability is an integral component of long-term business resilience. As such, sustainability considerations are embedded within the Group's strategy, operations and decision-making processes, with due regard given to environmental stewardship, social responsibility and sound governance practices.

During the financial year, AYS continued to strengthen its sustainability governance structure, enhance internal data management processes and improve the quality of its sustainability disclosures. The Group also adopted a more structured approach to identifying and managing material sustainability matters, in line with evolving regulatory expectations.

About This Statement

This Statement marks the Group's ninth year of sustainability disclosure and reflects its ongoing progression towards a more integrated and data-driven sustainability approach. During FYE2026, the Group reviewed its sustainability priorities through ongoing engagement with key stakeholders, including employees, customers, suppliers, investors, regulators and local communities. Feedback obtained from these engagements supported the identification and assessment of the Group's material sustainability matters. This Statement should be read in conjunction with the Management Discussion & Analysis and Corporate Governance sections of this Annual Report.

Reporting Scope and Boundary

This Sustainability Statement covers the financial year from 1 April 2025 to 31 March 2026. Comparative data from previous financial years has been included, where relevant, to provide context and facilitate meaningful year-on-year analysis.

The scope of this Statement encompasses the Group's principal operations in Malaysia and Singapore, comprising the Trading & Services, Manufacturing and Others divisions. Dormant or inactive subsidiaries are excluded unless otherwise stated.

The disclosures in this Statement have been prepared with reference to the sustainability reporting requirements under Bursa Malaysia Securities Berhad's Main Market Listing Requirements, including the prescribed common sustainability matters and climate-related disclosures.

Ann Yak Siong Hardware Sdn. Bhd. ("AYSH")

AYS Marketing Sdn. Bhd. ("AYSM")

CH Yodoform Sdn. Bhd. ("CHY")

AYS (FZ) Sdn. Bhd. ("AYSFZ")

CHY Building Solutions Sdn. Bhd. ("CHYBS")

Steelaris Pte. Ltd. ("STEELARIS")

SPL Services Sdn. Bhd. ("SPLS")

Data Integrity and Assurance

Financial information presented in this Statement is derived from the Group's audited financial statements. Non-financial data has been compiled by the respective business units and reviewed internally to ensure consistency and accuracy.

For FYE2026, the Group continued to strengthen the integrity of sustainability data across its key material matters, which are aligned with Bursa Malaysia's Common Sustainability Matters.

Material Sustainability Matters

The Group's sustainability efforts are guided by the following material sustainability matters, which were identified based on stakeholder engagement, business relevance and sustainability impacts:-

1. **Emission Control and Energy Efficiency**: Monitoring the Group's carbon footprint and optimising energy consumption across its manufacturing and logistics operations.

2. **Governance and Human Well-being**: Upholding ethical business conduct, anti-corruption practices, and the health and safety of employees.

3. **Eco-Product Awareness and Sustainable Construction Processes**: Enhancing awareness of sustainable products and improving operational processes that support more sustainable construction practices.

4. **Effective Resource Allocation**: Ensuring the efficient use of the Group's assets and capital to support long-term stakeholder value.

5. **Talent Management**: Supporting fair labour practices, diversity, and continuous development of human capital to strengthen long-term organisational resilience.

Internal verification procedures were undertaken to enhance the reliability of reported sustainability data and support alignment with Bursa Malaysia's reporting expectations. External independent assurance was not undertaken for this reporting period. However, selected sustainability data and disclosures were reviewed by the Company's designated personnel to support transparency and accountability.

Reporting Framework and Guidelines

AYS Ventures Berhad's Sustainability Statement has been prepared in accordance with Bursa Malaysia Securities Berhad's Main Market Listing Requirements. Where relevant, the Group has also referenced the following frameworks and guidelines to enhance the quality, consistency and comparability of its disclosures:-

- Bursa Malaysia Sustainability Reporting Guide (3rd Edition) & Enhanced Sustainability Reporting Framework
- Global Reporting Initiative ("GRI") Standards
- United Nations Sustainable Development Goals ("SDGs")

and relevant principles of the International Integrated Reporting Framework

Materiality Assessment Approach

The Group identifies and reviews its material sustainability matters through stakeholder engagement and feedback, sustainability risk and opportunity assessments, business strategy considerations, and regulatory and industry developments.

The assessment outcomes are reviewed by Management and the Sustainability Steering Committee to ensure alignment with the Group's business priorities and sustainability objectives.

AYS continues to adopt selected principles of the International Integrated Reporting Framework to support a more holistic view of value creation. The Group's sustainability priorities are informed by its material sustainability matters, which are reviewed periodically to ensure alignment with stakeholder expectations, business strategy and evolving regulatory requirements.

The Six Capitals model serves as a reference in illustrating how the Group utilises and impacts its key resources.

- Financial Capital
- Social and Relationship Capital
- Human Capital
- Intellectual Capital
- Manufactured Capital
- Natural Capital

Sustainability Highlight and Our Contributions to UNSDGs

Good Health and Well-being

12 Health and Safety awareness programmes were organised by the Safety & Health Department to create awareness and foster a zero-harm workplace culture.

Affordable and Clean Energy

Generated a total of **170.340 MWh** of solar energy, contributing to renewable energy usage and supporting the transition towards a low-carbon future.

SUSTAINABILITY STATEMENT

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026 (CONT'D)

Decent Work and Economic Growth

Provided **3,236** training hours to employees, reinforcing the Group's commitment to continuous professional development.

Recorded revenue exceeding **RM1 billion** for the fourth consecutive year, demonstrating the Group's continued contributions to economic growth and resilience.

Industry, Innovation and Infrastructure

Invested **RM458,317** in digitalisation initiatives, strengthening operational capabilities and supporting innovation and infrastructure development.

Reduce Inequalities

Contributed **RM52,500** in cash and in-kind support towards various CSR programmes, supporting inclusive social development within the communities we serve.

Responsible Consumption and Production

Collected **700 kg** of recyclable waste through recycling initiatives, reinforcing the Group's commitment to responsible consumption and sustainable waste management.

Gender Equality

Women represented **33%** of the Board of Directors.

44% of the Group's employees were women.

Reflecting the Group's ongoing commitment to gender diversity and inclusion.

Climate Action

Avoided approximately **131.84 metric tonnes** CO2e through solar energy generation.

100 mangrove seedlings planted at Taman Rekreasi Paya Bakau.

Reinforcing the Group's commitment to environmental conservation and community engagement.

Peace, Justice and Strong Institutions

Recorded **Zero** cases of bribery and corruption.

Recorded **Zero** cases of fair labour misconduct.

Underscoring the Group's commitment to integrity, ethical business conduct and sound governance practices.

SUSTAINABILITY STATEMENT

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026 (CONT'D)

SUSTAINABILITY GOVERNANCE

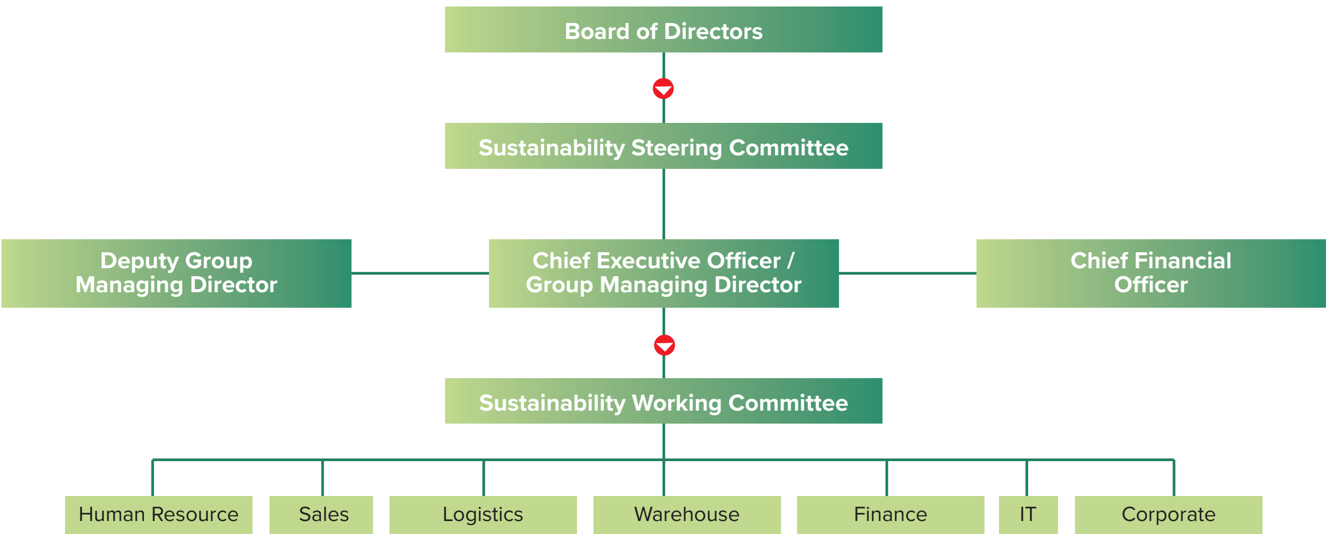
At AYS, sustainability governance provides the framework through which ESG considerations are integrated into business strategy, risk management and operational decision-making. The Group has established a multi-tiered sustainability governance framework to ensure clear oversight, accountability and effective implementation of sustainability initiatives across the organisation.

Sustainability-related risks and opportunities are considered as part of the Group's overall risk management and business planning processes.

During FYE2026, the Group continued to engage with key stakeholders, including employees, customers, suppliers, regulators and local communities, through various communication and engagement channels. Feedback obtained from these engagements supported the identification and assessment of the Group's material sustainability matters and sustainability priorities.

Governance Framework and Responsibilities

The following table outlines the Group's sustainability governance structure and the respective responsibilities of each committee and management level in supporting the Group's long-term sustainability objectives and business resilience.



Level	Membership	Core Responsibilities
Board of Directors ("BOD")	Board Members	**Overall Accountability and Oversight** • Defines the Group's sustainability strategy, direction, and goals. • Provides final approval for ESG-related policies and disclosures. • Ensures sustainability considerations are embedded within the Group's risk management framework.
Sustainability Steering Committee ("SSC")	CEO/Group Managing Director (Chair) Deputy GMD CFO	**Strategic Management and Decision Making** • Recommends sustainability objectives and initiatives to the BOD. • Oversees the implementation and progress of sustainability programmes across the Group. • Monitors sustainability performance and escalates key matters to the BOD where appropriate.
Sustainability Working Committee ("SWC")	Heads of Business Units Heads of Departments / Functions	**Operational Execution and Data Integrity** • Identifies and assesses material sustainability matters within daily business operations. • Coordinates and implements sustainability initiatives at the operational level. • Collects, tracks and reports ESG data to the SSC, including key progress, achievements and challenges.

Effective Resource Allocation

At AYS Group, economic resilience is supported by the strategic and effective allocation of resources. The Group recognises that strong financial performance provides the foundation for its sustainability agenda, enabling continued investment in long-term value creation for shareholders, employees, and the wider community.

Optimising Operational and Financial Assets

In FYE2026, the Group's resources allocation efforts focused on four key areas:

1) Warehouse and Operational Optimisation

AYS Group continues to enhance its warehouse management systems and optimise its physical footprints. By improving inventory flow and space utilisation, the Group reduces operational inefficiencies and strengthens overall supply chain performance, supporting a more efficient and sustainable operating model.

Why It Matters

Optimising physical footprint and capital deployment is important to maintaining operational resilience. In a dynamic and evolving supply chain environment, the ability to minimise waste and maximise space utilisation has a direct impact on operational efficiency and environmental performance. Effective resource allocation enables AYS to remain agile, reduce unnecessary logistics-related emissions and channel capital towards strategic growth initiatives.

Our Response

- **Warehouse Consolidation and Centralisation**
  The Group has undertaken the consolidation of its storage operations into more centralised and efficient locations. This reduces inefficiencies associated with dispersed and underutilised facilities, minimises double handling of goods, and improves the movement of products from ports to customers, thereby enhancing logistics efficiency and delivery timelines.

SUSTAINABILITY STATEMENT

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026 (CONT'D)

- **Data-Driven Inventory Management**
  AYS adopts a data-driven approach to inventory management by monitoring inventory turnover and aging profiles. This supports more accurate procurement planning aligned with market demand, reduces the risk of overstocking, minimises material wastage and improves storage efficiency, while maintaining reliable product availability.

New covered warehouse at Jalan Kapar, Klang, Selangor

Our Performance in FYE2026

The successful commissioning of the Group's new covered warehouse marked a key milestone in enhancing its logistics capabilities. Supported by continued consolidation efforts, AYS achieved a Group-wide warehouse space utilisation rate of approximately 90%, reflecting improved operational efficiency.

By centralising storage operations and refining inventory flow, the Group further strengthened the utilisation of its infrastructure across Malaysia and Singapore

2) Strategic Financial Allocation

The Group adopts a disciplined approach to capital allocation, focusing on initiatives that support sustainable growth and operational efficiency. Capital is directed towards strategic investments, including infrastructure and technology, to enhance long-term value creation for shareholders and stakeholders.

Why It Matters

In a dynamic industrial environment, effective capital allocation supports long-term business resilience. By reinvesting in growth areas and reviewing non-core assets, the Group maintains a balanced and flexible financial position. This approach enables AYS to diversify its revenue base, manage industry-related risks and maintain sufficient liquidity to support future growth opportunities.

Our Response and Performance

- **Strategic Investment in CosmoSteel Holdings Pte. Ltd.**
  During the year, AYS, through its joint venture entity, 3HA Capital Pte. Ltd., invested in CosmoSteel Holdings Pte. Ltd., a Singapore-based distributor for steel pipes, fittings and flanges. This investment represents a strategic diversification from the Group's core structural steel business, enabling AYS to broaden its exposure within the energy and industrial sectors.

AYS Ventures Unit Complete Takeover Of CosmoSteel, Trading To Be Suspended

- **Asset Monetisation and Portfolio Optimisation**
  The Group continues to actively review its asset portfolio to ensure that capital is not tied up in non-core or underperforming assets. By divesting assets that no longer align with its strategic priorities, AYS is able to redeploy capital towards operational growth and value-enhancing initiatives.

  During the year, the Group strengthened its liquidity and capital position through the successful disposal of an investment property comprising a factory located in Senai, Johor, for net disposal proceeds of RM12.49 million.

Value Creation

The transaction resulted in a gain on disposal of RM4.09 million, contributing positively to the Group's earnings for the financial year.

Improved Liquidity

The proceeds were reallocated towards working capital requirements and reduction of bank borrowings, strengthening the Group's cash flow position and financial flexibility to support future investments.

3) Sustainable Procurement and Supply Chain Management

In addition to managing financial and operational resources, AYS recognises the importance of responsible procurement and supply chain resilience. The Group's responsibilities extend beyond its own operations to the suppliers and business partners that support its activities.

Why It Matters

In the steel industry, supply chain resilience is important to maintaining product availability and operational continuity. For AYS, sustainable procurement supports both risk management and responsible business practices. By balancing international sourcing with support for local vendors where commercially feasible, the Group is able to reduce exposure to global logistics disruptions while supporting supply chain flexibility and reliability. The Group also seeks to ensure that vendors meet its expectations on quality, reliability and ethical business conduct.

Our Response and Action

- **Supporting the Local Ecosystem**
  While specialised steel products may require international sourcing, AYS prioritises local suppliers and SMEs where commercially viable. This approach supports domestic economic activity while helping to maintain a responsive and flexible supply chain.

- **Supplier Governance**
  Through the Group's Annual Supplier Performance Evaluation, active vendors are assessed based on quality, delivery reliability and ethical conduct. This process supports continuous improvement across the supply chain and helps safeguard operational continuity.

Our Performance in FYE2026

In FYE2026, the Group's procurement spend comprised both foreign and local suppliers, reflecting the nature of its steel sourcing requirements and continued support for local supplier participation where commercially feasible.

Spend on Foreign Suppliers
RM 743.239 million

Spend on Local Suppliers
RM 346.292 million

Breakdown by Key Subsidiaries

Co.	FYE2026		FYE2025		FYE2024	
	F	L	F	L	F	L
	%	%	%	%	%	%
AYSFZ	-	100	-	100	-	100
AYSM	-	100	-	100	-	100
CHY	67	33	49	51	27	73
CHYBS	-	100	-	100	dormant during this period	
AYSH	89	11	91	9	93	7
STEELARIS	50	50	55	45	29	71

* *L refers to Local Suppliers and F refers to Foreign Suppliers*

4) Digitalisation and Innovation

Why It Matters

Digitalisation supports operational efficiency, data accuracy and sustainability. By adopting paperless and real-time systems, AYS reduces manual processes, improves resource efficiency and enhances data security. These initiatives also strengthen the Group's ability to respond to customer needs while optimising internal logistics and administrative workflows.

SUSTAINABILITY STATEMENT

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026 (CONT'D)

Our Response and Action

In FYE2026, AYS continued to advance its digitalisation initiatives to enhance operational efficiency and system reliability.

- **Warehouse and Inventory Digitalisation**

QR Code Inventory Scanning

Implemented a QR-based system to improve inventory tracking and warehouse management, supporting improved accuracy and faster processing.

Stock-Take Web Application

Introduced a web-based stock-take system to support a paperless process, enabling real-time data synchronisation, reducing manual consolidation efforts and improving audit reliability.

- **Logistics and Operational Efficiency**

Transport Planning Dashboard

Developed a centralised, real-time dashboard to support route planning and coordination, improving logistics efficiency and reducing idle time.

Visitor Management System ("VMS")

Implemented a QR-based VMS to enhance entry-point security and improve visitor tracking.

- Customer Experience and Data Accessibility

Self-Service Customer Platform

Launched a digital platform that provides customers with 24/7 access to invoices, delivery orders, and statements. This platform also includes a feedback channel to support timely customer engagement.

- **Infrastructure and Cybersecurity**

Enterprise Operating System Upgrade

Upgraded the Group's computing systems to Windows 11 Professional to enhance system security, improve performance and support compatibility with current enterprise applications.

Conceptual illustration for illustrative purposes only and does not represent the Group's current facilities, operations or committed initiatives

Emission Control and Energy Efficiency

At AYS, environmental stewardship is embedded in the way the Group operates, innovates and grows. The Group remains committed to minimising its environmental impact through the adoption of sustainable practices across its operations. These include reducing resource waste, improving energy efficiency and promoting the use of eco-friendly products, such as the CHY Truss Deck, an innovative prefabricated system designed to reduce on-site construction waste and material usage.

Climate-Related Considerations

AYS recognises that climate-related factors may affect the Group's operations, supply chain and cost structure over time. Given the Group's involvement in warehousing, logistics, manufacturing and steel distribution, potential physical climate risks include flooding, extreme weather events and prolonged heavy rainfall, which may disrupt warehouse operations, transportation routes and supply chain continuity.

The Group also recognises that the transition towards a lower-carbon economy may influence regulatory expectations, customer requirements and product demand. Potential transition risks include changes in energy costs, future carbon pricing mechanisms, more stringent environmental regulations, increasing sustainability disclosure requirements and growing market expectations for lower-carbon construction materials.

At the same time, AYS sees opportunities to strengthen operational efficiency and support sustainable construction practices through renewable energy initiatives, energy management, emissions monitoring and practical steel-based solutions such as CHY Truss Deck, which supports construction efficiency and helps reduce on-site material waste.

The Group continues to monitor climate-related developments and integrate relevant considerations into operational planning, investment decisions and sustainability initiatives to enhance business resilience and support long-term sustainable growth.

1) Emission Control

Why It Matters

In the global steel industry, decarbonisation remains a complex challenge, particularly due to the reliance on upstream manufacturing processes. To manage its environmental impact efficiently, the Group recognises the importance of establishing a reliable emissions baseline through accurate measurement and monitoring. As an intermediary within the steel supply chain, AYS also plays a role in supporting greater transparency among its suppliers, while responding to increasing demand for lower-carbon construction materials.

SUSTAINABILITY STATEMENT

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026 (CONT'D)

Our Response and Action

- **Emissions Recording**
  In FYE2026, the Group prioritised the systematic recording of energy consumption and operational emissions. The establishment of a data collection framework supports a clearer understanding of Scope 1 and Scope 2 emissions and enables the identification of areas for future energy-efficiency improvements.

- **Supply Chain Engagement**
  AYS continues to engage with suppliers to improve the consistency of environmental data. Recognising variations in Environmental Product Declarations (EPDs) across steel mills, the Group has undertaken initiatives to improve comparability and transparency:

  - Direct Supplier Engagement: Our team conducted site visits to selected supplier steel mills to better understand their decarbonisation roadmaps and environmental reporting practices.

  - AYS Sustainability Product Profile: The Group is developing a consolidated "AYS Sustainability Product Profile" to standardise environmental data from key suppliers, supporting clearer communication with customers on product-related environmental attributes.

- **Electricity and Water Usage Management**
  The Group monitors electricity and water consumption across its manufacturing and warehouse facilities. Energy-saving measures are implemented where feasible, supported by regular equipment maintenance and awareness initiatives to encourage responsible usage.

- **Scheduled Waste Management**
  AYS maintains adherence to environmental safety standards in the management of scheduled waste. Scheduled waste generated from operations is systematically identified, labelled and stored in designated areas in compliance with regulatory requirements. This ensures that hazardous materials are handled responsibly and disposed of through licensed contractors, minimising potential environmental impact.

Our Performance

- **Responsible Waste Management**
  AYS engages licensed contractors approved by the Department of Environment ("DOE") for the collection, transportation, treatment and disposal of scheduled waste, ensuring compliance with applicable environmental regulations and responsible waste management practices.

Code	Name of Waste	Scheduled Waste (mt)		
		FYE2026	FYE2025	FYE2024
SW 409	Contaminated paint containers	2.211	1.461	1.070
SW 410	Contaminated gloves and rags	0.189	0.069	0.028
SW 417	Waste paints	2.985	2.596	3.129
SW 306	Spent hydraulic oil	0.013	0.036	0.004

- **Electricity Management**
  Purchased electricity represents a significant portion of the Group's indirect (Scope 2) greenhouse gas ("GHG") emissions, AYS monitors electricity consumption across its operating sites to identify usage trends and support energy efficiency improvements.

Location	Electricity Consumption ("MWh")		
	FYE2026	FYE2025	FYE2024
Lot 6488	198.442	213.247	215.907
Bukit Raja	50.776	58.522	59.084
Lot 3846	316.831	402.686	327.324
Lot 3845	66.492	51.177	39.330
PKFZ	163.936	104.756	N/A *
Singapore	42.264	43.896	35.561
Total	**838.741**	**874.284**	**677.206**

- **Water Management**
  While water usage is not a significant component of AYS Group's operations, AYS acknowledges the importance of responsible water management. Recognising water as a vital and increasingly valuable global resource, we are committed to managing consumption across the facilities in alignment with global environmental sustainability.

Location	Water Consumption (megalitre)		
	FYE2026	FYE2025	FYE2024
Lot 6488	3.919	3.150	4.579
Bukit Raja	0.966	1.160	1.197
Lot 3846	5.605	7.916	6.591
Lot 3845	4.694	4.356	4.066
PKFZ	2.254	0.695	N/A *
Singapore	0.371	0.414	0.496
Total	**17.809**	**17.691**	**16.929**

* *The PKFZ warehouse was rented to a non-related third party during FYE2024.*

Group Emissions at a Glance

In FYE2026, AYS Group recorded total operational emissions of 898.25 mt CO2e across its Malaysia and Singapore operations. The Group's emissions data is categorised into the following scopes:-

Emission Category	FYE2026 (mt CO2e)	FYE2025 (mt CO2e)
Scope 1 (Direct Emissions)	264.79	278.30
Scope 2 (Indirect Emissions)	633.46	660.81
Total Operational Emissions	898.25	939.11
Emissions Avoided from Solar Generation	131.84	124.67

Scope 1 emissions: diesel consumption by forklifts and lorries
Scope 2 emissions: purchased electricity from national grids, including Tenaga Nasional Berhad ("TNB") in Malaysia and SP Group in Singapore

- ***Scope 1 (Direct Emissions):*** Calculated based on diesel consumption. We use applicable emission factors (2.705 kgCO2e/litre for Malaysia and 2.626 kgCO2e/litre for Singapore) to translate fuel usage into metric tonnes of CO2e equivalent.

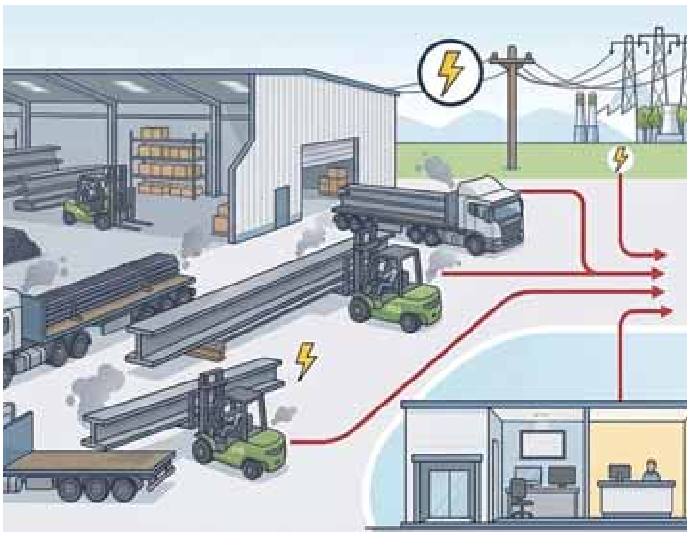
- ***Scope 2 (Indirect Emissions):*** Calculated based on purchased electricity consumption. We use the applicable grid emission factors (e.g., 0.774 for Malaysia) to convert kilowatt-hours (kWh) into carbon weight.

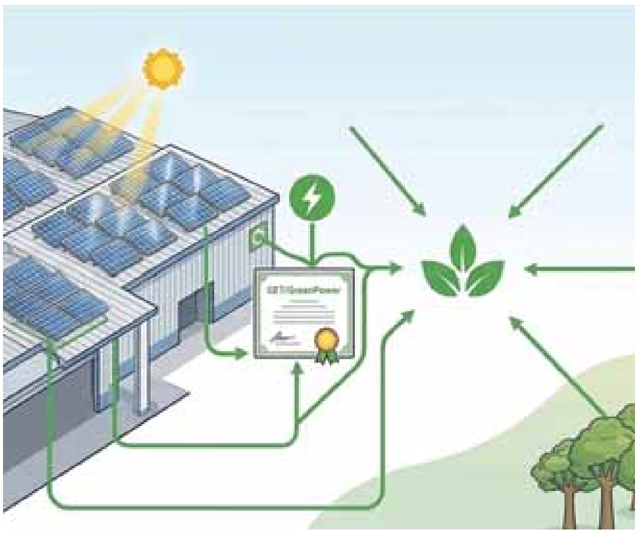
- ***Scope 3 (Value Chain Emissions):*** The Group recognises that indirect emissions across its value chain may become an increasingly important area of sustainability reporting, particularly in relation to purchased goods and services, transportation and distribution, and business travel.

  While Scope 3 emissions are not reported for FYE2026, the Group will continue to monitor developments in sustainability reporting requirements and assess the availability of relevant value chain data. The Group will consider enhancing its Scope 3 disclosures progressively as its data collection processes mature.

- ***Emissions Avoided:*** Calculated based on the total renewable energy generated by the Group's solar photovoltaic systems **(170.340 MWh)**, multiplying by the applicable grid emission factor. This represents the estimated emissions that would have been generated had the equivalent electricity been sourced from the national grid.

Performance Note: Total Scope 1 and Scope 2 operational emissions decreased by approximately **4.35%** year-on-year, while carbon emissions avoided through our expanded solar energy initiatives increased by **5.75%**, demonstrating our progressing operational energy efficiency.





Note:
Scope 1 emissions refer to direct GHG emissions from sources that are owned or controlled by AYS (e.g. fuel consumption from vehicles and equipment).
Scope 2 emissions refer to indirect GHG emissions from the generation of purchased energy consumed by AYS's operations (e.g. electricity).

SUSTAINABILITY STATEMENT

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026 (CONT'D)

Talent Management

At AYS, our people are central to the Group's long-term success and sustainability. In a rapidly evolving industrial landscape, the ability to innovate and maintain operational excellence depends on the capability, safety and engagement of our workforce. As such, investing in our people is not only a social responsibility, but also a strategic priority that strengthens the organisational resilience needed to meet future challenges.

1) Talent Attraction, Retention and Development

Why It Matters

AYS recognises that sustainable growth depends on the effective development and integration of its human capital. Beyond recruitment, the Group focuses on building a workforce that combines industry experience with emerging knowledge, including collaboration with academic institutions to support long-term capability and resilience.

Our Response and Performance

- **Strategic Academic Partnerships and Technical Collaboration**

In FYE2026, AYS continued its collaborations with academic institutions to support talent development, technical knowledge-sharing and industry exposure.

The Group formalised and renewed Memorandums of Understanding ("MOUs") with academic partners, including Universiti Malaya, Taylor's University, Universiti Teknologi MARA ("UiTM") and INTI International University. These collaborations provide a platform for structured talent development, industrial placements and access to emerging engineering talent.

Technical Research Collaboration

AYS formalised a research collaboration with Universiti Teknologi MARA ("UiTM") to study the technical capacity and structural integrity of the CHY Truss Deck. This collaboration supports the development of research-based technical data and strengthens industry understanding of the product's application in construction. This initiative also reinforces AYS's commitment to practical innovation and technical validation, supporting greater confidence among engineers, consultants and developers.

- **Industry Engagement and Knowledge Sharing**
  Through a series of technical exchange sessions, AYS's experienced engineers actively engaged with the academic community to share practical insights on structural steel applications and sustainable construction practices. These sessions support knowledge transfer, encourage discussion on alternative construction methods and promote greater awareness of steel-based solutions among future architects and engineers.

- **Technical Leadership**
  AYS continues to support technical knowledge-sharing through its engineering team. During the year, our lead engineer, Mr Desmond Woon, conducted specialised technical sharing sessions at Universiti Tunku Abdul Rahman ("UTAR") and INTI International University ("INTI") Nilai. These sessions focused on the practical application of structural steel and sustainable engineering, strengthening industry-academic engagement and supporting the development of future construction professionals.

- **Innovation and Ecosystem Engagement**
  AYS participated in INTI Nilai's Faculty of Engineering & Quantity Surveying Open Day and Digital Transformation and Innovation-Hub Launch, supporting engagement with academic institutions and emerging talent. These initiatives provide opportunities for the Group to connect with research developments and graduates, while reinforcing its commitment to digitalisation and Industry 4.0 advancements in logistics and operations.

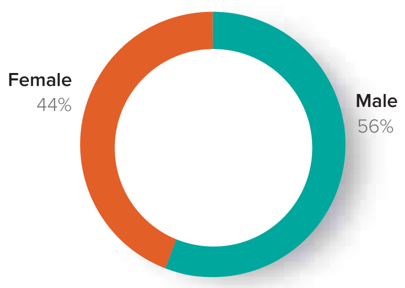
- **Inclusive and Diverse Workforce**
  AYS is committed to fostering a workplace culture that embraces diversity and inclusivity, where employees are respected, valued and supported in their professional growth. The Group believes that a diverse workforce with varied backgrounds, perspectives and experiences contributes positively to innovation, collaboration and long-term business sustainability.

  As at the end of FYE2026, AYS employed a total of 310 employees, with women representing 44% of the Group's workforce. While certain operational roles remain predominantly male due to their labour-intensive nature of the work, the Group continues to support greater opportunities for women across various functions through targeted upskilling initiatives and leadership development programmes.

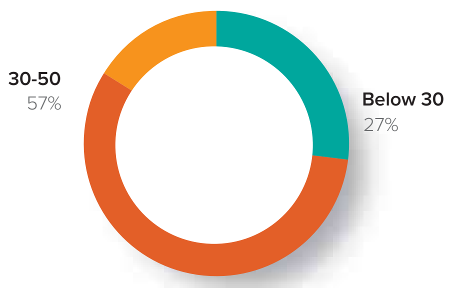
SUSTAINABILITY STATEMENT

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026 (CONT'D)

PERCENTAGE OF EMPLOYEE BY GENDER

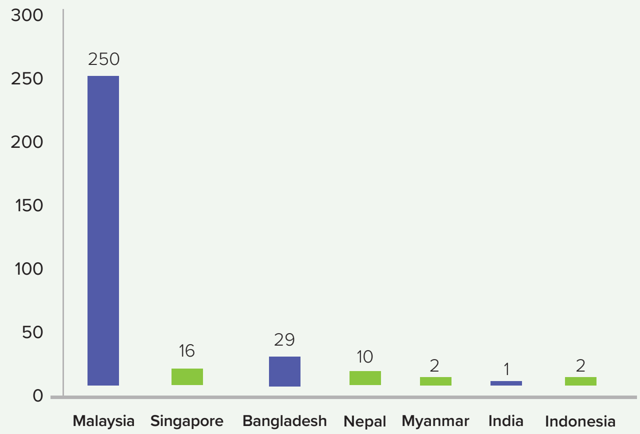


WORKFORCE BY AGE GROUP



WORKFORCE BY EMPLOYMENT CATEGORY

WORKFORCE BY NATIONALITY



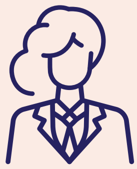
- **Women in Leadership**

  Gender diversity remains an important component of AYS's leadership development and governance approach. In FYE2026, women represented 43% of the Group's management team, while female representation on the Board stood at 33%, exceeding the 30% recommendation under the Malaysian Code on Corporate Governance ("MCCG").

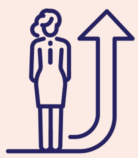
  The Group's leadership structure reflects its commitment to equality, inclusion and merit-based advancement while supporting greater participation of women in leadership and decision-making roles within the organisation.

  Through these efforts, the Group continues to foster a workplace where diversity and inclusivity are embedded within its organisational culture, and where employees are supported in their professional development.

33%
Female Representation on the Board



43%
Female in Management Positions



62%
Female Employees Promoted

- Employee Engagement Activities in FYE2026

Badminton Sessions

Pickleball Sessions


Skytrex Extreme Sports


Movie Night


Fruits Party

Bowling Competition


Glamping


Festive Celebration

SUSTAINABILITY STATEMENT

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026 (CONT'D)

- **Sustainable Work Environment**
  AYS seeks to foster a sustainable workplace that balances operational efficiency with its responsibilities to society and the environment. The Group integrates social and environmental considerations into its workplace practices and community initiatives.

  Our CSR framework is guided by four key pillars: **Education, Community Development, Healthcare and Environmental Stewardship**. Supported by internal resources and employee volunteerism, these initiatives aim to contribute meaningfully to the communities in which we operate.

Kuala Gandah Elephant Sanctuary

Donation to Underprivileged in Sabah

Mangrove Tree Planting

During the year, AYS collaborated with AIESEC Universiti Putra Malaysia to carry out a mangrove tree planting initiative at Kampung Paya Bakau. A total of 100 mangrove seedlings were planted to support restoration of the local ecosystem. Mangroves play an important role in coastal protection and carbon absorption, making this initiative a meaningful contribution to environmental conservation and community well-being.

- **34** Employees Volunteered
- Approximately **500** Indirect Community Impacting from Coastal Protection
- **100** Mangrove Seedlings Planted
- Approximately **0.1** acres of Land Restored
- Approximately **0.25** metric tonnes Estimated Carbon Absorption Potential per year

CHY Truss Deck manufacturing process

Eco-Product Awareness and Processes

The transition towards sustainable construction requires not only practical product solutions but also market awareness, industry collaboration and supportive policy development. As a steel solutions provider, AYS recognises its role in promoting more efficient and sustainable construction methods, including the adoption of steel-based solutions that can help reduce material waste and improve construction productivity.

1) Sustainable Construction

Why It Matters

The transition towards sustainable construction requires collaboration among industry players, academic institutions and policymakers. Through participation in industry dialogues and associations, AYS supports greater awareness and adoption of steel-based construction solutions that improve efficiency, reduce material waste and contribute to more sustainable building practices.

Our Response and Action

Industry Association Engagement

AYS participates in industry associations and stakeholder engagements to support the promotion of sustainable steel construction practices. Through engagement with industry participants, regulators and other stakeholders, the Group contributes to discussions on the adoption of prefabricated steel systems and more efficient construction methods that support Malaysia's sustainability agenda.

Market Awareness through Knowledge Sharing

AYS recognises that wider adoption of sustainable construction solutions requires continuous education and engagement. In FYE2026, the Group conducted an Eco-Product Awareness campaign through targeted knowledge-sharing sessions with developers, consultants and contractors to promote a better understanding of CHY Truss Deck and other steel-based construction solutions. These sessions were designed to:

- Demonstrate the life-cycle advantages of the CHY Truss Deck;

SUSTAINABILITY STATEMENT

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026 (CONT'D)

- Explain how prefabricated steel systems can reduce on-site material waste and improve construction efficiency; and

- Promote greater awareness of steel-based systems as a practical alternative to traditional timber or concrete formwork.

Performance

Leading Industry Dialogue

- **MSSA Council Participation:** AYS participated in the Malaysian Structural Steel Association ("MSSA") council meeting, contributing to industry discussions on the development and adoption of sustainable steel construction practices.
- **Architect-Industry Dialogue:** The Group hosted and participated in dialogue sessions between architects and steel industry stakeholders. These sessions focused on addressing technical considerations relating to steel adoption and promoting greater understanding of steel-based construction solutions.
- **Government and Industry Engagement:** AYS participated in the inauguration of Persatuan Pembina Pakar Keluli ("PPPK"), which was attended by YB Tuan Liew Chin Tong, former Deputy Minister of Investment, Trade and Industry. This engagement reflects the Group's continued involvement in industry platforms that promote quality steel products and support the development of the local steel sector.

- **CHY Truss Deck Progress:** During the year, the Group recorded encouraging market response for CHY Truss Deck. AYS secured a few significant job orders that are expected to fully utilise its production capacity up to the second half of FYE2027, supporting the commercial adoption of its prefabricated steel solution.
- **Nurturing Future Talent:** AYS continued to engage with academic institutions through technical sharing sessions led by its senior engineers. These sessions provided students with practical exposure to CHY Truss Deck and structural steel applications, while strengthening the Group's engagement with future industry professionals.

Future Focus

AYS remains committed to strengthening the integration of environmental, social and governance ("ESG") considerations across its operations and decision-making processes.

Moving forward, the Group will focus on enhancing energy and emissions monitoring, improving ESG data management, supporting employee development and workplace safety, strengthening supplier engagement, and promoting sustainable steel-based construction solutions.

The Group will continue to review its sustainability priorities to ensure alignment with stakeholder expectations, regulatory developments and long-term business objectives.

Governance and Human Well-being

At AYS, responsible governance is fundamental to sustainable growth. The Group recognises that good governance extends beyond compliance and financial performance, and includes the well-being, safety and security of its people. By upholding ethical standards and embedding responsible practices across its operations, AYS seeks to protect stakeholder interests, strengthen accountability and support long-term business resilience.

1) Corporate Governance

Why It Matters

Corporate governance is an important foundation of AYS's business. Strong corporate governance supports integrity, transparency and accountability in decision making. It helps align the interests of shareholders, employees and other stakeholders, while strengthening the Group's ability to manage risks, maintain operational discipline and safeguard its reputation.

Our Response

AYS's governance framework is supported by the Audit Committee, which is chaired by an Independent Non-Executive Director. The Group has established oversight mechanisms to ensure that its business activities remain aligned with regulatory requirements, ethical standards and long-term stakeholder interests. Governance and compliance practices are embedded across the Group's business units through established policies, procedures and internal controls.

Key Policies Supporting AYS Governance

Business Ethics and Integrity	Human Rights and Employee Welfare
• Code of Business Conduct • Independence of Directors Policy • Whistleblowing Policy • Anti-Bribery and Corruption Policy • Conflict of Interest Policy	• Labour and Human Rights Policy • Workplace Sexual Harassment Policy • Performance Improvement Plan Policy • Leave Policy

These policies guide ethical conduct and responsible decision-making across the Group. By maintaining a disciplined governance approach, AYS seeks to reinforce stakeholder confidence and support the long-term sustainability of its business model.

SUSTAINABILITY STATEMENT

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026 (CONT'D)

Our Performance

Board Diversity

AYS recognises that a diverse Board supports effective governance and balanced decision-making. A Board with varied backgrounds, experience and perspectives enables the Group to better navigate business challenges, assess opportunities and reflect the interests of its diverse stakeholders.

33%	33%
Independent Representation on **the Board**	Women Representation on **the Board**

Board Composition

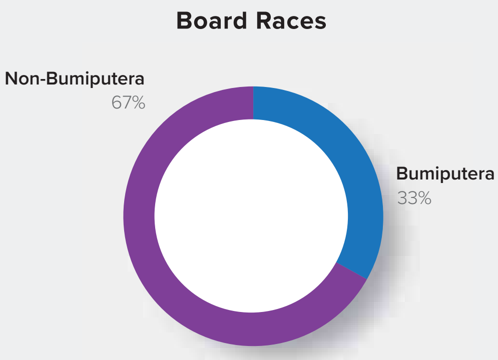
- **2** Independent Non-Executive Directors
- **1** Non-Independent Non-Executive Director
- **3** Executive Directors

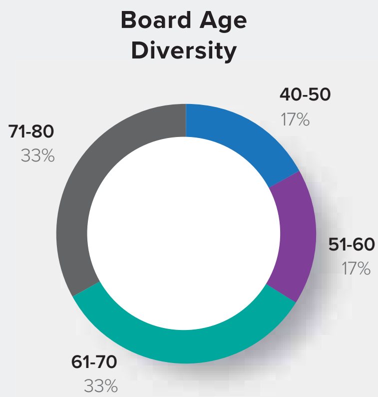
Board Gender Diversity

Male: **4**

Female : **2**

Board Races





Anti-Bribery and Corruption ("ABC") and Whistleblowing Framework

AYS maintains a strong commitment to transparency and ethical business conduct. In compliance with the **MACC Act 2018**, the Group's ABC Policy provides guidance to prevent, identify and address corruption risks, supporting a **zero-tolerance** approach across its operations.

The Board-approved Whistleblowing Policy provides a confidential reporting channel for stakeholders to raise concerns or report misconduct directly to the **Audit Committee**. The policy also provides protection against retaliation for reports made in good faith.

FYE2026 Performance Highlights

Internal Training: 112 employees completed the ABC Assessment, strengthening awareness of the Group's ABC standards.

External Alignment: Key business partners, including bankers and suppliers, formalised their commitment to the Group's standards through the ABC Third-Party Acknowledgement.

2) Information Security and Data Privacy

Why It Matters

Information security is important to the Group's operational integrity and business continuity. As AYS continues to digitalise its operations, safeguarding digital infrastructure and sensitive information remains important to maintaining stakeholder trust and supporting the resilience of its digitised supply chain.

Our Response and Performance

During FYE2026, AYS strengthened its cybersecurity and data protection practices through the following actions:

- **Vulnerability Management**
  The Group conducted professional penetration testing to identify and address potential system vulnerabilities, supporting the continued enhancement of its security controls.

- **Employee Cybersecurity Awareness**
  AYS conducted phishing simulation tests together with cybersecurity awareness training to improve employee vigilance against social engineering and other cyber-related risks.

- **Governance and Compliance Review**
  The Group conducted a review covering cybersecurity, privacy, data management and regulatory compliance to strengthen its data governance practices and alignment with applicable requirements.

Zero Reported Data Breaches: AYS recorded zero reported data breaches or cybersecurity incidents.

Regulatory Compliance: AYS maintained compliance with the Personal Data Protection Act 2010 ("PDPA").

3) Occupational Safety and Health ("OSH")

Why It Matters

At AYS, the safety and well-being of our people are fundamental to the Group's long-term sustainability. While legal compliance is the baseline, the Group is committed to maintaining a safe and healthy workplace through proactive risk management, continuous safety awareness and responsible workplace practices. AYS believes that a strong safety culture supports employee well-being, operational resilience and long-term business performance.

Our Response

AYS embeds safety into operations through structured oversight, emergency preparedness and employee well-being initiatives.

- **SHEC Oversight:** The Group's Safety, Health, and Environmental Committee ("SHEC") monitors OSH performance and supports continuous improvement in safety management systems.

- **Emergency Readiness:** The Group's Emergency Response Team ("ERT") comprises trained personnel in firefighting, first aid and chemical spill response. Regular evacuation drills and incident simulations are conducted to maintain emergency preparedness.

- **Employee Well-being**
  Beyond physical safety, AYS also supports employee well-being through initiatives such as Bowling Fun Games, Glamping Night and Fruits Party, promoting a more holistic approach to workforce health.

Key Safety and Health Initiatives in FYE2026

Fire Safety Awareness Talk	Boundary Noise Assessment
Monthly Safe Bulletin	Chemical & Schedule Waste Training
Hearing Conservation Talk	Forklift Safety & Handling Training
Fire and Chemical Drill	Audiometric Medical Surveillance
Chemical Health Risk Assessment	Noise Risk Assessment

Our Performance

In FY2026, the Group recorded 336 Lost Time Injury (LTI) hours, compared to 120 hours in FY2025. This increase in injury hours consequently led to a Lost Time Injury Frequency Rate (LTIFR) of 377, up from 156 in the previous year.

While these figures show an upward trend compared to the exceptional lows achieved in FY2025, they remain significantly lower than the levels recorded in FY2024 (2,816 LTI hours and 3,720 LTIFR). This indicates that while we faced challenges this year, our long-term safety trajectory remains improved compared to historical peaks.

The Group also maintained a zero-fatality record, enforcing its commitment to employee health and safety.

Building on this progress, AYS continues to strengthen a culture of prevention and accountability across all levels of the organisation. The Group remains focused on improving safety systems, enhancing employee awareness and reinforcing the principle that workplace incidents are preventable.

	FYE2026	FYE2025	FYE2024
Fatalities	0	0	0
LTI	336	120	2,816
LTIFR	377	156	3,720

In FYE2026, a total of **86** employees participated in 12 OSH-related training sessions and programmes, covering areas such as emergency response, hazard awareness and incident prevention. These initiatives further strengthened the Group's safety awareness and emergency preparedness.

4) Fair Labour Practices

Why It Matters

Fair labour practices are essential to maintaining an ethical and sustainable workplace. At AYS, treating employees with dignity, respect and fairness supports a productive working environment and contributes to long-term organisational stability. Beyond regulatory compliance, the Group recognises its responsibility to promote equitable employment practices and support employee well-being.

Our Response

Competitive Remuneration and Employee Benefits

AYS provides remuneration packages aligned with employees' roles, experience, and performance. To support employee well-being, the Group offers a range of benefits covering:-

LEAVE ENTITLEMENTS

- Annual Leave
- Medical leave
- Hospitalisation Leave
- Marriage Leave
- Maternity & Paternity Leave
- Bereavement and Calamity Leave
- Prolonged Illness Leave
- Examination and Study Leave

INCENTIVES

- Monthly Full Attendance Allowance
- Shift and Meal Allowance
- Performance Bonus
- Car Allowance

INSURANCE

- Medical Insurance
- Group Personal Accident Insurance
- Hospital & Surgical Coverage

OTHER BENEFITS

- Phone Allowance
- Travel Allowance
- Membership Subscriptions to Professional
- Associations
- Company Vehicles for Directors

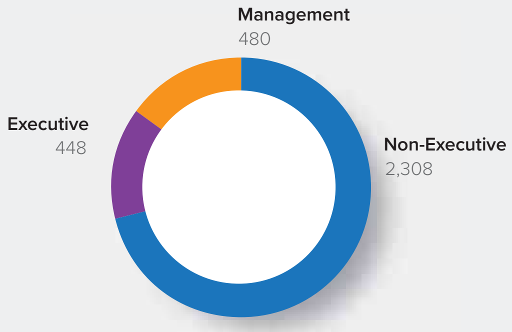
Empowerment Through Training and Development

AYS invests in employee development to strengthen workforce capability and support long-term business resilience. The Group's training programmes cover both technical competencies and soft skills, delivered through in-person and virtual platforms.

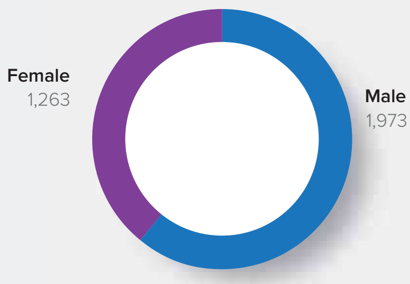
RM 240,303
Total Investment in Training and Development

RM 775
Average Investment in Training and Development per Employee

Training Hours By Employment Category



Training Hours By Gender



Recognition and Two-Way Communication

Employee Recognition: AYS recognises employee loyalty through **Long Service Awards** for 10, 20 and 30 years of service, presented during AYS's Triennial Appreciation Dinner.

Employee Engagement: The Group maintains open communication through regular town halls, safety briefings and digital platforms. These channels encourage feedback, information-sharing and collaborative problem-solving.

Performance Reviews: In FYE2026, **100% of employees** participated in structured performance and career development reviews. Promotions and salary adjustments are awarded based on individual merit and contribution.

Parental Leave

AYS supports employees through significant life transitions, including parenthood. In FYE2026, the Group continued to provide parental leave support to eligible employees.

- **Balanced Participation:** An equal number of male and female employees utilised parental leave, reflecting the Group's support for family responsibilities.
- **100% Employee Retention:** All employees who took parental leave returned to work and **100% remained with the Group 12 months after returning**.

This reflects to the Group's efforts to support work-life balance, employee well-being and long-term workforce stability.

Employee Assistance Programmes

AYS supports employees beyond their day-to-day work by providing assistance during important personal milestones and unforeseen challenges. These initiatives reflect the Group's commitment to employee well-being and fostering a supportive workplace culture.

Compassionate Support
The Group provides assistance to employees during bereavement, offering support during difficult personal circumstances.

Marriage Congratulatory Gift
AYS recognises employees' personal milestones by providing a congratulatory gift upon marriage.

Festive Season Salary Advances
To support employees during major cultural celebrations, the Group offers salary advances to eligible employees to help them manage seasonal expenses.

Performance

Workforce Stability and Labour Compliance

Employee Turnover Rate	FYE2026	FYE2025	FYE2024
	19%	8%	14%

In FYE2026	
Labour Compliance **ZERO** *cases* of non-compliance with labour standards were recorded	**Workforce composition** The Group's workforce composition comprised:- **84%** *permanent employees* **16%** *contract employees*

Way Forward

AYS remains committed to strengthening its sustainability practices as part of its long-term business strategy. Moving forward, the Group will continue to enhance its sustainability governance framework and improve the consistency and reliability of sustainability-related data across its operations.

The Group will also continue to identify practical opportunities to improve energy efficiency, optimise resource utilisation and strengthen the monitoring of climate-related risks and opportunities. In line with evolving market expectations, AYS remains focused on supporting sustainable construction practices through greater awareness of steel-based solutions and operational improvements.

The Group recognises that the continued development of its workforce is essential to long-term resilience. AYS will continue to invest in employee development, workplace well-being and organisational capability to support sustainable business growth.

As sustainability expectations continue to evolve, the Group remains committed to progressively strengthening its disclosures, operational practices and stakeholder engagement in support of long-term value creation.

AYS VENTURES BHD
BMLR Transition Period

Date & Time: 2026-06-23 10:38:57
Main Market | Group 2 | FYE 31/03/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Anti-Corruption	Percentage of employees who have received training on anticorruption by employee category - Management	Percentage	25	28	—	Internal
Anti-Corruption	Percentage of employees who have received training on anti-corruption by employee category- Executive	Percentage	54	46	—	Internal
Anti-Corruption	Percentage of employees who have received training on anti-corruption by employee category- Non-Executive	Percentage	21	26	—	Internal
Anti-Corruption	Percentage of operations assessed for corruption -related risks	Percentage	100	100	—	Internal
Anti-Corruption	Confirmed incidents of corruption and action taken	Number	0	0	—	Internal
Community/Society	Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	56,858.00	55,500.00	—	Internal
Community/Society	Total number of beneficiaries of the investment in communities	Number	28	22	—	Internal
Diversity	Percentage of employees by age group, for each employee category - Management Under 30	Percentage	2	1	—	Internal
Diversity	Percentage of employees by age group, for each employee category - Management Between 30-50	Percentage	77	73	—	Internal

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AYS VENTURES BHD
BMLR Transition Period

Date & Time: 2026-06-23 10:38:57
Main Market | Group 2 | FYE 31/03/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Diversity	Percentage of employees by age group, for each employee category - Management Above 50	Percentage	21	26	—	Internal
Diversity	Percentage of employees by age group, for each employee category - Executive Under 30	Percentage	31	35	—	Internal
Diversity	Percentage of employees by age group, for each employee category - Executive Between 30-50	Percentage	59	51	—	Internal
Diversity	Percentage of employees by age group, for each employee category - Executive Above 50	Percentage	10	14	—	Internal
Diversity	Percentage of employees by age group, for each employee category - Non-Executive Under 30	Percentage	21	38	—	Internal
Diversity	Percentage of employees by age group, for each employee category - Non-Executive Between 30-50	Percentage	75	52	—	Internal
Diversity	Percentage of employees by age group, for each employee category - Non-Executive Above 50	Percentage	4	10	—	Internal
Diversity	Percentage of employees by gender group, for each employee category - Management Male	Percentage	57	57	—	Internal
Diversity	Percentage of employees by gender group, for each employee category - Management Female	Percentage	43	43	—	Internal

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Page 2 of 5

AYS VENTURES BHD

BMLR Transition Period

Date & Time: 2026-06-23 10:38:57
Main Market | Group 2 | FYE 31/03/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Diversity	Percentage of employees by gender group, for each employee category - Executive Male	Percentage	29	30	—	Internal
Diversity	Percentage of employees by gender group, for each employee category - Executive Female	Percentage	71	70	—	Internal
Diversity	Percentage of employees by gender group, for each employee category - Non-Executive Male	Percentage	84	81	—	Internal
Diversity	Percentage of employees by gender group, for each employee category - Non-Executive Female	Percentage	16	19	—	Internal
Diversity	Percentage of directors by gender - Male	Percentage	67	67	—	Internal
Diversity	Percentage of directors by gender - Female	Percentage	33	33	—	Internal
Diversity	Percentage of directors by age group - Under 30	Percentage	0	0	—	Internal
Diversity	Percentage of directors by age group - Between 30-50	Percentage	17	17	—	Internal
Diversity	Percentage of directors by age group - Above 50	Percentage	83	83	—	Internal
Energy Management	Total energy consumption	Megawatt	874.284	838.741	—	Internal
Health and Safety	Number of work-related fatalities	Number	0	0	—	Internal
Health and Safety	Lost time incident rate ("LTIR")	Rate	156	377	—	Internal

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Page 3 of 5

SUSTAINABILITY STATEMENT

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026 (CONT'D)

AYS VENTURES BHD
BMLR Transition Period

Date & Time: 2026-06-23 10:38:57
Main Market | Group 2 | FYE 31/03/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Health and Safety	Number of employees trained on health and safety standards	Number	145	86	—	Internal
Labour practices and standards	Total hours of training by employee category - Management	Hours	1,331	2,308	—	Internal
Labour practices and standards	Total hours of training by employee category - Executive	Hours	1,101	448	—	Internal
Labour practices and standards	Total hours of training by employee category - Non-Executive	Hours	732	480	—	Internal
Labour practices and standards	Percentage of employees that are contractors or temporary staff	Percentage	18	16	—	Internal
Labour practices and standards	Total number of employee turnover by employee category - Management	Number	2	14	—	Internal
Labour practices and standards	Total number of employee turnover by employee category - Executive	Number	18	30	—	Internal
Labour practices and standards	Total number of employee turnover by employee category - Non-Executive	Number	12	17	—	Internal
Labour practices and standards	Number of substantiated complaints concerning human rights violations	Number	0	0	—	Internal
Supply chain and management	Proportion of spending on local suppliers	Percentage	28.57	31.78	—	Internal
Data privacy and security	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	—	Internal

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Page 4 of 5

AYS VENTURES BHD

BMLR Transition Period

Date & Time: 2026-06-23_10:38:57

Main Market | Group 2 | FYE 31/03/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Water	Total volume of water used	Megalitres	17.691	17.809	—	Internal
Waste Management	Total waste generated	Metric tonnes	4.16	5.40	—	Internal
Emissions management	Scope 1 emissions in tonnes of CO2e	Metric tonnes	278.30	264.79	—	Internal
Emissions management	Scope 2 emissions in tonnes of CO2e	Metric tonnes	660.80	633.46	—	Internal

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CORPORATE GOVERNANCE
OVERVIEW STATEMENT

The Board of Directors (“the Board”) of AYS Ventures Berhad (“the Company”) recognises that the exercise of good corporate governance in conducting the affairs of the Company and its subsidiaries (“the Group”) is the key component for the Group’s continuing progress and success as these would not only safeguard and enhance shareholders’ value but also provide some assurance that the interests of the other stakeholders are preserved. The Group will continue to endeavour to comply with all the key Principles and Practices of the Malaysian Code on Corporate Governance 2021 (“the Code”) in its effort to observe high standards of transparency, accountability and integrity.

During the financial year ended 31 March 2026 (“financial year 2026”), the Board considers that it has fundamentally applied the principles and practices of the Code and is pleased to report the actions taken by the Company to conform to the Code.

The Code does provide that if the Board finds that it is unable to implement any of the Code’s practices, the Board should apply a suitable alternative practice to meet the Intended Outcome. In this respect, the Company has provided forthcoming and appreciable explanations for the departures from the said practices. The explanations on the departures are supplemented with a description on the alternative measures that seek to achieve the Intended Outcome of the departed Practices, measures that the Company has taken or intends to take to adopt the departed Practices as well as the timeframe for adoption of the departed Practices. Further details on the application of each individual Practice of the Code are available in the in the Corporate Governance (CG) Report that is available in the Company’s website www.ays-group.com.

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

I. Board Responsibilities

The Board members exercise due diligence and care in discharging their duties and responsibilities to ensure that high ethical standards are applied, through compliance with the relevant rules and regulations, directives and guidelines in addition to adopting the Practices in the Code and act in the best interest of the Group and shareholders. The Board has adopted a Board Charter that clearly identifies the respective roles and responsibilities of the board, board committees, individual directors and management; and issues and decisions reserved for the Board. The Board Charter is available on the Company’s website.

The Board’s most important functions are as follows:

- ensuring that the Group’s goals are clearly established, and strategies are in place to achieve them;
- establishing policies for strengthening the performance of the Company including ensuring that Management is proactively seeking to build business through innovation, initiative, technology and the development of its business capital;
- monitoring the performance of Management;
- appointing the Executive Chairman and Chief Executive Officer / Group Managing Director and setting the terms of their employment contract;
- deciding on steps which are deemed necessary to protect the Company’s financial position and the ability to meet its debts and other obligations when they fall due, and ensuring that such steps are taken;
- ensuring that the Company’s financial statements are true and fair and conform with law;
- ensuring that the Company adheres to high standards of ethics and corporate behavior; and
- ensuring that the Company has appropriate risk management or regulatory compliances policies in place.

The Board retains full and effective control of the Group and has developed corporate objectives and position descriptions including the limits to Management’s responsibilities, which the Executive Directors are aware and are responsible for meeting. The decision making of the overall Group strategy and direction, investment policy, major capital expenditures, consideration of significant financial matters and review of the financial and operating performance of the Group is reserved to the Board and formally set out in the Board Charter.

The principal risk of all aspects of the business that the Group is engaged in is recognised by the Board. As business decisions require the incurrence of risk, the Board has in place systems that effectively monitor and manage these risks with a view to the long-term viability of the Group. This is to achieve a proper balance between risks incurred and potential returns to shareholders.

The Board takes cognisance that effective board leadership and oversight also requires the integration of sustainability considerations in corporate strategy, governance and decision-making. The Group has embraced the values of corporate responsibility and elements of sustainability management since the early days of its operations and these values are reflected in the Group’s vision and mission statements, core values, policy statements and work practices. This is especially so. Since sustainability and its underlying environmental, social as well as governance ("ESG") issues become increasingly material to the ability of the Group to create durable and sustainable value and maintain confidence of all its stakeholders. To remain resilient, the Board has taken a much more holistic view of the business coupled with proactive and effective measures to anticipate and address material ESG risks and opportunities.

In discharging its fiduciary duties, the Board has delegated specific tasks to three (3) Board Committees namely the Audit Committee, Nomination Committee and Remuneration Committee. All the Board Committees have its own terms of reference and has the authority to act on behalf of the Board within the authority as lay out in the terms of reference and to report to the Board with the necessary recommendation.

For the financial year 2026, the Board was headed by an Executive Chairman with a wealth of experience garnered from both the public and private sector. The roles of the Executive Chairman is defined and set out in the Board Charter and is further explained in the CG Report.

The Chairman of the Board is not a member of the Board Committee.

The roles of the Chairman of the Board and the Chief Executive Officer (CEO) / Group Managing Director are segregated. The Chairman is primarily responsible for the proper conduct and working of the Board whilst the CEO/Group Managing Director is responsible for the day-to-day running of the business and implementation of Board policies and decisions. The positions of the Chairman and the CEO/Group Managing Director are separately held ensuring balance of power, accountability and division of roles and responsibilities of the Board and the Management of the Group's business and operations. The Board has developed descriptions for responsibilities of the Board Chairman and the CEO/Group Managing Director. The details of these responsibilities are set out in the Board Charter.

As certain Board functions are delegated to Management, the Board ensures Management is of the highest caliber and has in place programmes to train and develop Management and also provide for the orderly succession of Management.

The Board recognises the importance to devote sufficient time and efforts to carry out their duties and responsibilities and has committed to this requirement at the time of their appointment. A Director of the Company is at liberty to accept other Board appointments so long as the appointment is not in conflict with the business of the Company and does not affect his performance as a Director. None of the Directors of the Company holds more than five (5) directorships in public listed companies.

The Board is supported by an External Company Secretary who is a Fellow Member of the Malaysian Institute of Chartered Secretaries & Administrators and has more than 35 years of experience in the corporate secretarial field. The Company Secretary provide the required support to the Board in carrying out its duties and stewardship role, providing the necessary advisory role with regards to the Company's constitution, Board's policies and procedures as well as compliance with all regulatory requirements, codes, guidance and legislation. All Directors have access to the advice and services of the Company Secretary and to obtain independent professional advice, whenever necessary, at the expense of the Company. The Company Secretary also serves in that capacity in the various Board Committees. The Company Secretary also serves notice to Directors and Principal Officers of the Company on the closed periods for trading in the Company's share accordance to Chapter 14 on Dealings in Listed Securities of the Main Market Listing Requirements ("Listing Requirements").

Board Composition and Balance

During the financial year 2026, the Board comprised of two (2) Independent Non-Executive Directors, one (1) Non-Independent Non-Executive Director and three (3) Executive Directors. The Board's composition complies with the Listing Requirements of Bursa Malaysia Securities Berhad that requires at least two of the Board to comprise of independent directors.

The Directors bring a broad range of skills, experiences and knowledge required to successfully direct and supervise the Group's business activities. The Company is led and managed by an experienced Board comprising members with a wide range of experience in relevant fields such as entrepreneurship, manufacturing, marketing, business development, finance, accounting and legal.

The Independent Non-Executive Directors of the Company are independent of management and free from any business relationship which could materially interfere with the exercise of their judgement. They provide guidance, unbiased, fully balanced and independent views, advice and judgement to many aspects of the Group's strategy so as to safeguard the interests of minority shareholders and to ensure that the highest standards of conduct and integrity were maintained by the Group. The longest serving independent director on the Board, Dato' Wan Hashim Bin Wan Jusoh has served less than nine (9) years on the Board.

The Company has adopted a policy on diversity of gender, ethnicity and age. In seeking potential candidate for new appointments, the Board shall take into account the various diversity factors including ethnicity, gender and age distribution of the Directors to maintain a balanced Board composition. In this respect, the Board aims to maintain at least two (2) women directors on the Board. The Board shall also review the participation of women in Senior Management to ensure there is a healthy talent pipeline.

CORPORATE GOVERNANCE OVERVIEW STATEMENT
(CONT'D)

During the financial year 2026, women directors form 33% of the Board members. The age of the Directors ranges from 46 to 79 as the Board believes that this creates an environment where each generation brings different skills, experience, and talents to the Board.

During the financial year 2026, the Board through its Nomination Committee conducted an annual review of the Board's size, composition and balance and concluded that the Board's dynamics are healthy and effective. The present members of the Board possess the appropriate skills, experience and qualities to steer the Group forward. The Nomination Committee is also satisfied that the existing structure, size, composition, current mix of skills, competence, knowledge, experience and qualities of the existing Board members are appropriate to enable the Board to carry out its responsibilities effectively.

The Board will continue to monitor and review the Board size and composition and will nominate new members as and when the need arises.

Supply of Information

An agenda together with the relevant papers covering quantitative and qualitative information are distributed to all Directors within a week of the scheduled meetings. The Board members are provided with comprehensive explanation of pertinent issues and recommendations by the Management and issues would then be deliberated and discussed thoroughly by the Board prior to decision-making. The Board members are also updated on the Group's activities and its operations on a regular basis. All Directors have access to all information of the Company on a timely basis whether as a full Board or in their individual capacity in an appropriate form and quality necessary to enable them to discharge their duties and responsibilities.

Board Meetings

There were four (4) Board of Directors' Meetings held during the financial year 2026. Details of the attendance of the Directors at the Board of Directors' Meetings are as follows:-

DIRECTORS	TOTAL MEETINGS ATTENDED	PERCENTAGE OF ATTENDANCE (%)
Oh Chiew Ho	4/4	100
Seow Nyoke Yoong	4/4	100
Dato' Wan Hashim Bin Wan Jusoh	4/4	100
Abd Malik Bin A Rahman	4/4	100
Oh Yung Sim	4/4	100
Oh Pooi Foon	4/4	100

The Board meets at least four (4) times a year and as and when it is necessary. Due notice of matters to be discussed are provided to the Board a week before the meetings are held. The proceedings, deliberations and conclusions made by the Board are properly recorded in the minutes of meetings kept by the Company and circulated to the Board and Board Committees for confirmation before the meeting of the Board and Board Committees and signed by the Chairman of the meeting.

The Chairman ensures that each Director is provided with timely notices of every Board Meeting and board papers for each agenda item. This is to ensure that Directors have sufficient time to prepare for discussions, and to obtain further explanation or clarification to facilitate the decision process and discharge of their duties. The Board has unrestricted access to timely and accurate information in the furtherance of its duties. Board Committee meetings are conducted separately from the Board meeting to enable objective and independent discussion during the meeting.

Appointment to the Board

The principal function of making recommendations for new appointments or re-election of retiring Directors has been delegated to the Nomination Committee.

For the financial year 2026, the Nomination Committee comprised majority of Independent Non-Executive Directors as follows:-

Dato' Wan Hashim Bin Wan Jusoh	Chairman
Seow Nyoke Yoong	Member
Abd Malik Bin A Rahman	Member

The Nomination Committee is entitled to the services of the Company Secretary who would ensure that all appointments are properly made upon obtaining all necessary information from the Directors. All the assessments and evaluations carried out during the year was properly documented and minuted by the Company Secretary.

The evaluation of suitable candidate is not only based on academic but also through experience in this industry to ensure that valuable contribution which will be beneficial to the Company can be given to encourage growth of the Company.

Annually the Directors conduct a self-evaluation and the Nomination Committee assess the performance of the various committees. In the self-evaluation, each of the Directors have responded they strongly view themselves to fit in well with the other board members and are able to add to the Board's strength, abilities, experience and judgement. They also rated themselves high in the ability of preparedness for the meetings and discussion matters and insists upon and sources all information necessary for consideration of a particular issue or decision.

In the assessment of the performance of the Audit Committee, the Nomination Committee checks if the Audit Committee has reviewed the Internal Control policies, procedures & process and reporting of business risk, ensured internal audit function is in place, assessed the communication with external auditors and the scope of audit plan and reviewed related party transactions and any conflict of interest.

The Board assesses the effectiveness of the Nomination Committee in its function to ensure that there is an effective procedure for identifying, nominating and appointing caliber new board members, evaluated if the education programme is in place and reviewed feedbacks from individual Directors.

Further details on the duties and activities of the Nomination Committee is set out in the Nomination Committee Report.

The performance of the Remuneration Committee is assessed by the Nomination Committee to ensure that the Remuneration Committee has considered the financial performance of the Company before making recommendation of any increase of remuneration of the Executive Directors and Senior Management and ensure fees payable to Non-Executive Directors reflect experience, contribution and level of responsibility.

Directors' Training

All the Directors who were appointed have attended the Mandatory Accreditation Programme Part I and II as required under the Main Market Listing Requirements of Bursa Malaysia Securities Berhad and they have also attended external training courses and programmes during the financial year 2026.

The Directors are encouraged to devote sufficient time to update their knowledge and enhance their skills through appropriate continuing education programmes to enable them to sustain their active participation in board deliberations.

The following Directors have attended external training courses and programmes during the financial year 2026.

Director	Training attended	Date
Oh Chiew Ho	Leading People Effectively	29 January 2026
	Driving Team Performance	30 January 2026
Oh Pooi Foon	Strategic and Critical Thinking Workshop	1 August 2025
	Leading People Effectively	29 January 2026
	Driving Team Performance	30 January 2026
Oh Yung Sim	Train the Coach	23 August 2025
	Leading People Effectively	29 January 2026
	Driving Team Performance	30 January 2026

CORPORATE GOVERNANCE OVERVIEW STATEMENT
(CONT'D)

Director	Training attended	Date
Seow Nyoke Yoong	Updates on E-invoicing and Recent Development in Tax	6 June 2025
	Sales tax Amendments & Service Tax Expansion	30 June 2025
	Director Duty to exercise Due Care Skill and Diligence	6 November 2025
	Amendments to Bursa Malaysia Securities Berhad Main Market Listing Requirements in relation Enhanced Continuing Disclosure Requirements and Exempted Related Party Transactions	23 November 2025
	Navigating the National Sustainability Reporting Framework: Insights on Implementation	25 November 2025
	Transaction with Related Party for PLCs	9 December 2025
	Corporate Governance Monitor 2025	24 February 2026
Dato' Wan Hashim Bin Jusoh	Briefing on Greenhouse Gas (GHG) Inventory and Reporting	25 November 2025
	Amendments to Listing Requirements	25 November 2025
	Annual Refresher Briefing on Anti-Bribery & Anti-Corruption	26 November 2025
Abd Malik Bin A Rahman	Economic & Market Outlook 2Q2025: Navigating Muddy Waters	12 April 2025
	Beyond boarders: Adapting to widespread tariff increases	23 April 2025
	Ethics in Sustainability Reporting	22 May 2025
	Accelerate business growth with alternative capital	18 June 2025
	Sales tax and Service tax: Expansion of scope revealed (key highlights)	20 June 2025
	2H25 Market Outlook: Incoming Tur-bull-ence	12 July 2025
	Artificial Intelligence 101	18 September 2025
	Navigating Anti-Corruption: insights on the US FCPA and its Impact on ASEAN businesses	23 September 2025
	2025 Anti-Bribery and Corruption e Learning	17 October 2025
	4Q25 Market Outlook: Rounding up the year	18 October 2025
	A journey into the AI age: Risk, governance, and opportunities	17 November 2025
	Audit Oversight Board's conversation with Audit Committee	25 November 2025
	Global Economic and Geopolitical Outlook	17 December 2025
	The challenge of greenwashing: An international regulatory overview	5 March 2026
	Insights from MAREF research projects: Digital assets and Integrated reporting	10 March 2026
	Decoding 2026 Tax submission	11 March 2026
	Accounting for a sustainable future	12 March 2026
	The tax impact of remote work: state of play and future horizons	25 March 2026
	Tax Corporate Governance in Practice	31 March 2026
	Global economic and geopolitical outlook	31 March 2026

Directors' Remuneration

For the financial year 2026, the Remuneration Committee comprised majority of Independent Non-Executive Directors as follows:-

Seow Nyoke Yoong	Chairman
Dato' Wan Hashim Bin Wan Jusoh	Member
Abd Malik Bin A Rahman	Member

The Remuneration Committee shall ensure that the levels of remuneration are sufficient to attract and retain Directors of the quality required to manage the business of the Group. The Remuneration Committee is entrusted under its terms of reference to assist the Board, amongst others, to recommend to the Board the remuneration of the Executive Directors, by linking their rewards to corporate and individual performance with the Director concerned abstaining from deliberations and voting on decisions in respect of his remuneration package. In the case of Non-Executive Directors, the level of remuneration shall reflect the experience and level of responsibilities undertaken by the Non-Executive Directors concerned and is determined by the Board as a whole.

The Remuneration Committee met twice during the financial year 2026 to review the Non-Executive Directors' fees and allowance, remuneration package, including the interim & annual bonuses and increments of the Executive Directors and Key Senior Management.

Details of Directors' remuneration for the financial year 2026 are set out as below:-

Company level

	Fees (RM'000)	Salaries and Other Emoluments (RM'000)	Meeting & Other Allowances (RM'000)	Statutory Contribution (RM'000)	Benefits-in-kind (RM'000)	Total (RM'000)
Seow Nyoke Yoong	89.0	-	14.0	-	-	103.0
Dato' Wan Hashim Bin Wan Jusoh	88.5	-	12.0	-	-	100.5
Abd Malik Bin A Rahman	92.0	-	12.0	-	-	104.0
Oh Chiew Ho	36.0	-	-	-	-	36.0
Oh Pooi Foon	36.0	-	-	-	-	36.0
Oh Yung Sim	36.0	-	-	-	-	36.0

Group level

	Fees (RM'000)	Salaries and Other Emoluments (RM'000)	Meeting & Other Allowances (RM'000)	Statutory Contribution (RM'000)	Benefits-in-kind (RM'000)	Total (RM'000)
Seow Nyoke Yoong	89.0	-	14.0	-	-	103.0
Dato' Wan Hashim Bin Wan Jusoh	88.5	-	12.0	-	-	100.5
Abd Malik Bin A Rahman	92.0	-	12.0	-	-	104.0
Oh Chiew Ho	36.0	2,581.9	-	0.9	29.9	2,648.7
Oh Pooi Foon	36.0	1,440.9	-	188.4	44.5	1,709.8
Oh Yung Sim	36.0	815.7	-	155.8	31.1	1,038.6

Practice 8.2 of the Code requires the Company to disclose on a named basis the top four (4) Senior Management's remuneration component including salary, bonus, benefits-in-kind and other remuneration in bands of RM50,000. The Company has identified four (4) senior management personnel as its key senior management (their names and respective profile as stated on page 17 to 18 of the Annual Report) and their remuneration was determined by the performance management system adopted by the Group which reflects market value and based on individual performance, roles and job responsibilities, level of skills and experience, and the Group's performance against financial objectives. The Board has not applied Practice 8.2 as it is of the view that such disclosure will give rise to recruitment and talent retention issues and there would be adverse implication including dissatisfaction and animosity among the staff, hence will not apply this Practice.

Sustainability

The Board and Management are conscious and serious about the Group's responsibility towards sustainability issues and its role in the Group's long-term strategic plans. The Board and Management are committed towards ensuring that responsible corporate conduct is demonstrated and practised in the Group's daily activities across all aspects of the Group's operations. Details on the Group's sustainability strategies, priorities, targets and performance are shared in the Group's Sustainability Statement in the Annual Report. There is continuous engagement with both the internal and external stakeholders through various platforms on the sustainability strategies, priorities and targets as well as performance against the targets. For internal stakeholder, the sustainability matters are communicated to the employees in learning & development programmes, internal newsletter and corporate events. As for the external stakeholders, the strategies, priorities, targets and progress are reported in the Sustainability Statement.

In FYE 2026, the Directors have attended various professional training programmes, particularly related to sustainability issues in keeping themselves abreast on the arising challenges resulted from the ever-changing business environment.

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

Accountability And Audit

The oversight function of the Board is served by the Audit Committee that has been established comprising majority of Independent Non-Executive Directors as follows:-

Abd Malik Bin A Rahman	Chairman (Independent Non-Executive Director)
Dato' Wan Hashim Bin Wan Jusoh	Member (Independent Non-Executive Director)
Seow Nyoke Yoong	Member (Non-Independent Non-Executive Director)

Further details on the duties and activities of the Audit Committee is set out in the Audit Committee Report.

In line with the best practice, the Audit Committee Chairman is appointed by the Board and is not the Board Chairman.

The Audit Committee is authorised by the Board to investigate any activity within its Terms of Reference. It shall have full and unrestricted access to any information pertaining to the Group. The Audit Committee is authorised to seek any information it requires from any employee and all employees are directed to cooperate with any request made by it.

The detailed Terms of Reference of the Audit Committee outlining the composition, duties and functions, authority and procedures of the Audit Committee are published and available on the Company's website at www.ays-group.com.

The Company has always recognised the need to uphold independence. None of the members of the current Board was a former key audit partner within the cooling-off period of two (2) years. The Company has a policy that requires a former partner of the external audit firm of the Company to observe a cooling off period of at least 3 years before being appointed as a member of the Audit Committee.

The Audit Committee carried out an assessment of the performance and suitability of Grant Thornton Malaysia PLT, the External Auditors based on the quality of services, sufficiency of resources, adequate resources and trained professional staff assigned to the audit. The Audit Committee is generally satisfied with the independence, performance and suitability of Grant Thornton Malaysia PLT based on the assessment conducted and recommends to the Board and shareholders for approval for the re-appointment of Grant Thornton Malaysia PLT as External Auditors for the financial year ending 31 March 2026.

The assessment of performance of the Audit Committee is conducted annually by the Nomination Committee. The evaluation process amongst others considered whether the Audit Committee had met its purpose, whether its composition was appropriate, and whether it had the necessary authority and processes to carry out its functions and fulfill its obligations. The Nomination Committee was satisfied with the performance of the Audit Committee.

Risk Management and Internal Control Framework

The Board has established an ongoing process for identifying, evaluating and managing the significant risks faced by the Group and this process includes enhancing the risk management and internal control system as and when there are changes to the business environment or regulatory guidelines. Management assists the Board in the implementation of the Board's policies and procedures on risk management and internal control by identifying and assessing the risks faced, and in the design, operation and monitoring of suitable internal controls to mitigate and control these risks.

The Board is aware that a risk management framework and sound system of internal control should be embedded in the operations of the Group and form part of its culture. This system should be capable of responding quickly to evolving risks to the business arising from factors within the Group and changes in the business environment. It should include procedures for reporting immediately to appropriate levels of management any significant control failings or weaknesses that are identified together with details of corrective action being taken.

The Group's internal audit function is outsourced. The Company's in-house Internal Auditor works together with Axcelasia Sdn. Bhd. to perform the independent risk-based internal audit review on the key operational areas of the Group.

The Statement on Risk Management and Internal Control set out in Annual Report provides an overview of the Group's approach to ensure the effectiveness of the risk management and internal processes within the Group.

Code of Business Conduct, Whistleblowing Policy and Anti-Bribery & Corruption Rules

A Code of Business Conduct was adopted by the Group in year 2013 that sets out certain fundamental commitments that the Company make to its various stakeholders including managing conflicts of interest, prevention of abuse of powers, insider trading as well as prevention measures on corruption and money laundering.

The Group advocates openness and transparency in its commitment to the highest standard of integrity and accountability. The Whistleblowing Policy serves as a tool in preventing misconduct and the Company encourages the employees or other stakeholders to make any disclosures openly and honestly and that concerns or complaints raised will be treated fairly and properly. Employees and Stakeholders have the option to make whistleblowing reports in strict confidence and all disclosures made will be dealt in a confidential manner.

The Group take a zero-tolerance approach towards bribery and corruption, and is committed to behaving professionally, fairly and with integrity in all business dealings and relationships wherever the Group operates. All employees and Directors of the Group shall comply with all applicable anti-bribery and corruption laws and regulations in their respective jurisdictions. All persons who perform services for or on behalf of the Group are expected to comply with the relevant parts of the Anti-Bribery and Corruption Policy ("ABC Policy") when performing such work or services. The ABC Policy sets out the parameters to prevent the occurrence of bribery and corrupt practices in relation to the businesses of the Group. The objective of the ABC Policy is to provide information and guidance on standards of behaviour to which they must adhere to and how to recognize as well as deal with bribery and corruption.

Financial Reporting

The Directors are responsible to present a true and fair assessment of the Group's position and prospects in the annual reports and quarterly reports. The quarterly financial results were reviewed by the Audit Committee and approved by the Board prior to submission to Bursa Malaysia Securities Berhad. A statement by the Directors of their responsibilities in the preparation of financial statements is set out in the ensuing section.

Statement of Directors' Responsibility for Preparing Financial Statements

The Board is responsible to ensure that the financial statements are properly drawn up in accordance with the provisions of the Companies Act 2016 and approved accounting standards in Malaysia so as to give a true and fair view of the state of affairs of the Group as at the end of the financial year and of the results and cash flows of the Group for the financial year then ended.

The Directors are satisfied that in preparing the financial statements of the Group for the financial year 2026, the Group has adopted suitable accounting policies and applied them consistently, prudently and reasonably. The Directors also consider that all applicable approved accounting standards have been followed in the preparation of the financial statements, subject to any material departures being disclosed and explained in the notes to the financial statements. The financial statements have been prepared on the going concern basis.

The Directors are responsible for ensuring that the Group keeps sufficient accounting records to disclose with reasonable accuracy, the financial position of the Group and which enable them to ensure that the financial statements comply with the Companies Act 2016.

CORPORATE GOVERNANCE OVERVIEW STATEMENT
(CONT'D)

Relationship with the Auditors

The Board has established a formal and transparent arrangement for maintaining appropriate relationships with the external auditors in seeking professional advice and ensuring the compliance with the appropriate accounting standards. The Audit Committee reviews and monitors the suitability and independence of external auditors. To provide support for an assessment on independence, the Audit Committee obtains written assurance from the external auditors 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.

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

Communication with Stakeholders

The Company is committed to upholding high standards of transparency and promotion of investor confidence through the provision of comprehensive, accurate and quality information on a timely and even basis.

Conduct of General Meetings

The Company's Annual General Meeting ("AGM") serves as a principal forum for dialogue with shareholders. Shareholders are encouraged to meet and communicate with the Board at the AGM and to vote on all resolutions. Extraordinary General Meetings are held as and when required. As stated earlier, the Board recognises the importance of communications with its shareholders and will take additional measures to encourage shareholders' participation at general meetings as recommended by the Code.

The notice of the Annual General Meeting together with a copy of the Company's Annual Reports to be downloaded/requested are sent out to the shareholders at least 28 days before the meeting. Shareholders are given ample time and opportunity to raise more questions pertaining to the business activities of the Group, without limiting the type of queries asked. During the meeting, the CEO/Group Managing Director, Executive Directors and Chief Financial Officer are prepared to provide responses to queries and to receive feedback from the shareholders during the meeting.

The Chairman highlights to shareholders and proxy holders, their right to speak up at general meetings, the conduct of poll voting for all resolutions tabled at general meetings and a review of the performance of the Group is also presented during the AGM.

To ensure effective participation of and engagement with shareholders at the AGM in 2025, all Directors, including members of AC, NC and RC, attended and participated in the AGM.

Dialogue with Investors

The Board is committed to ensuring that the shareholders and other stakeholders are well informed of the Group's strategy, performance and major developments of the Company and the information is communicated to them through the following:-

(i) the Annual Report;
(ii) the various disclosures and announcements made to Bursa Malaysia Securities Berhad including the quarterly results and annual results;
(iii) the website at www.ays-group.com which shareholders as well as members of the public are invited to access for the latest information on the Group; and
(iv) the meetings with fund managers and analysts and interviews by the press.

The Minutes of the Annual General Meeting of the Company are made available to the shareholders within 30 business days from the conclusion of the AGM at the Company's corporate website at www.ays-group.com.

AUDIT COMMITTEE **REPORT**

COMPOSITION

The Company has established an Audit Committee and for the financial year ended 31 March 2026, the members of the Audit Committee were:-

Abd Malik Bin A Rahman	Chairman (Independent Non-Executive Director)
Dato' Wan Hashim Bin Wan Jusoh	Member (Independent Non-Executive Director)
Seow Nyoke Yoong	Member (Non-Independent Non-Executive Director)

AUDIT COMMITTEE MEETINGS AND ATTENDANCE

During the financial year ended 31 March 2026, four (4) Audit Committee Meetings were held and the details of attendance of each member are as follows:-

AUDIT COMMITTEE MEMBERS	TOTAL MEETINGS ATTENDED
Abd Malik Bin A Rahman	4/4
Dato' Wan Hashim Bin Wan Jusoh	4/4
Seow Nyoke Yoong	4/4

FUNCTIONS OF AUDIT COMMITTEE

In fulfilling its primary objectives, the Audit Committee shall undertake the following duties and responsibilities and report the same to the Board for approval:-

Financial Reporting and Compliance

1. To review the quarterly results and annual audited financial statements of the Company, focusing particularly on:

   (a) changes in or implementation of major accounting policies and practices;

   (b) significant matters highlighted including financial reporting issues, significant judgements made by management, significant and unusual events or transactions, and how these matters are addressed;

   (c) compliance with accounting standards and other legal requirements; and

   (d) the going concern assumption.

2. To review any related party transaction and conflict of interest situation that may arise within the Company or Group, including any transaction, procedure or course of conduct that raises question of management's integrity, and the measures taken to resolve, eliminate or mitigate such conflicts;

AUDIT COMMITTEE REPORT
(CONT'D)

Risk Management and Internal Audit

3. To consider and approve Annual Risk Management Plan and be satisfied that the methodology employed allows the identification, analysis, assessment, monitoring and communication of risks in a regular manner that will allow the Company to minimise losses and maximise opportunities;

4. To consider and approve the Annual Internal Audit Plan and programme and be satisfied as to the adequacy of coverage and audit methodologies employed;

5. To ensure that the system of internal control is soundly in place, effectively administered and regularly monitored and to review the extent of compliance with established internal policies, standards, plans and procedures;

6. To review and approve the reports on internal audit and risk management and to ensure that appropriate actions are taken on the recommendations of the internal audit and risk management functions;

7. To recommend to the Board steps to improve the system of internal control derived from the findings of the Internal Auditors and External Auditors and from the consultations from the Audit Committee itself;

8. To review the adequacy of the scope, functions, competency and resources of the internal audit functions and that it has the necessary authority to carry out its work;

9. To review the scope of internal audit function to ensure it is sufficient enough to be able to provide relevant assurance on the adequacy and operating effectiveness of the Company's governance risk and control processes as promogulated by the Statement of Risk Management and Internal Control;

10. To review any appraisal or assessment of the performance and to approve any appointment, resignation or termination of the outsourced internal auditor service provider;

Statutory and Non-Statutory Audit

11. To review and discuss with the External Auditors, prior to the commencement of audit, the audit plan which states the nature and scope of the audit;

12. To review any matters concerning the appointment and re-appointment, audit fees and any questions of resignation, dismissal or removal of the External Auditors;

13. To review factors related to the independence and objectivity of External Auditors and their services including non-statutory audit services;

14. To discuss on findings, problems and reservations arising from the interim and final statutory audits, External Auditors' Audit Committee Report and any matters the External Auditors may wish to discuss as well as to review the extent of cooperation and assistance given by the employees of the Company to the External Auditors;

Other Matters

15. To review the Statement on Risk Management and Internal Control and to prepare the Audit Committee Report for the Board's approval prior to inclusion in the Annual Report;

16 To carry out such other functions as may be directed by the Board.

AUDIT COMMITTEE REPORT
(CONT'D)

ACTIVITIES OF THE AUDIT COMMITTEE

During the financial year ended 31 March 2026, the Audit Committee, in discharging its functions and duties, carried out the following activities:-

- Reviewed the quarterly reports of the Group prior to submission to the Board of Directors for consideration and approval;
- Reviewed the audited financial statements of the Company and of the Group for the financial year ended 31 March 2025 prior to submission to the Board of Directors for consideration and approval;
- Reviewed the Statement on Risk Management and Internal Control ("SRMIC") in respect of the financial year ended 31 March 2025 and the external auditors' report on the SRMIC prior to submission to the Board of Directors for consideration and approval;
- Reviewed the Audit Committee's report in respect of the financial year ended 31 March 2025 prior to submission to the Board of Directors for consideration and approval;
- Reviewed and approved the Audit Planning Memorandum and Internal Audit Strategy Document;
- Reviewed and discussed the Internal Audit Reports and the Follow-up Internal Audit Report;
- Reviewed and discussed the half-yearly Enterprise Risk Management Reports;
- Reviewed and discussed the Corporate Cybersecurity Risk Report;
- Reviewed the competency and effectiveness of the Internal Auditors and External Auditors;
- Recommended the re-appointment of External Auditors and the payment of audit fees;
- Reviewed the recurrent related party transactions;
- Reviewed the performance of the Group;
- Reviewed the changes to Policy and Procedures and new Policies and Procedures;
- Reviewed the updates on whistleblowing notification received; and
- Reviewed the Group's sustainability targets for year 2026.

AUDIT COMMITTEE REPORT
(CONT'D)

Internal Audit Function

The internal audit function is outsourced to an independent advisory firm, Axcelasia Sdn Bhd ("ASB") to perform the independent risk-based internal audit review on the key operational areas of the Group. Their main role is to undertake independent and systematic review of the system of internal controls so as to provide independent assurance on the adequacy and effectiveness of risk management, internal controls and governance process of the Group. ASB has no line of responsibility or authority over any operational or administrative function and is independent of the activities it audits.

ASB adopts an international methodology, which is in compliance with the Institute of Internal Auditors' International Professional Practices Framework ("IPPF"). The independence of ASB is reviewed on a yearly basis. ASB is required to declare if any conflict of interest exist where an annual confirmation is sought from them that all of their staff on the job are free from any relationships or conflict of interest with the Group which could impair their objectivity. ASB had confirmed to the Audit Committee of their independence and there is no conflict of interest. The performance, competency and independence of ASB during the FYE 31 March 2026 was assessed by the Audit Committee on 25 May 2026.

The Internal Audit Plan was developed together with ASB on an annual basis based on the Group wide risk assessment. The Internal Audit Plan was presented and approved by the Audit Committee on 24 February 2026. The audits were executed based on a risk-based approach and the audit outcomes were communicated to the Audit Committee during the quarterly reporting.

ASB's deliverables covers the areas concerning internal control processes highlighting the causes, findings, weaknesses, recommendations and management's corrective action plans, if any. For the financial year ended 31 March 2026, the following auditable areas were covered:-

AYS Group (Malaysian Entities only)	• Cybersecurity – Privacy, Data Management and Regulations and Process for Handling Confidential Information.
AYS Group (Malaysian Entities only)	• Sustainability Management

The Committee noted ASB's review on cybersecurity and confidential data handling, which outlines upcoming improvements to our endpoint security, firewall configurations, user access protocols, and disaster recovery procedures. The Group will enhance its data loss prevention, retention, and disposal controls, adopt a formal Bring Your Own Device Policy, and refine our Confidential Information Policy and Framework. Management has fully aligned on these corrective actions, with progress status reported to the Audit Committee on a quarterly basis.

The Audit Committee noted the enhancement recommendations provided by ASB regarding our Sustainability Management, focusing specifically on strengthening Sustainability Governance. Additionally, the Committee reviewed the Group's readiness for the upcoming IFRS Sustainability Disclosure Standard taking effect in 2027, concluding that Management's targeted action plans and implementation timelines are reasonable and well-structured.

The professional fees incurred for the internal audit function in respect of the financial year ended 31 March 2026 for the Group amounted to RM64,000.00.

NOMINATION COMMITTEE **REPORT**

COMPOSITION

The Company has established a Nomination Committee comprising a majority of Independent Non-Executive Directors, as follows:-

Dato' Wan Hashim Bin Wan Jusoh	Chairman (Independent Non-Executive Director)
Abd Malik Bin A Rahman	Member (Independent Non-Executive Director)
Seow Nyoke Yoong	Member (Non-Independent Non-Executive Director)

The Nomination Committee has a written terms of reference dealing with its authority and duties which include the selection and assessment of directors.

FUNCTIONS

The key functions of the Nomination Committee include the following:-

(a) Examine the size of the Board with a view to determine the number of Directors on the Board in relation to its effectiveness.

(b) Review annually its required mix of skills, experience and other qualities, including core competencies which Non-Executive Directors should bring to the Board and disclose the same in the Annual Report.

(c) Recommend suitable orientation, educational and training programmes to continuously train and equip the existing and new Directors.

(d) Recommend to the Board, candidates for all directorships to be filled by the shareholders or the Board taking into consideration the skills, knowledge, expertise and experience; professionalism; integrity of the candidate; conflict of interest and in the case of candidates for position of Independent Non-Executive Directors, the Committee should also evaluate the candidates' ability to discharge such responsibilities/functions as expected from Independent Non-Executive Directors.

(e) Formalise a transparent procedure for proposing new nominees and recommending on the suitability of candidates nominated for appointment to the Board and to fill the seats of the Audit, Nomination, Remuneration and other Committees.

(f) Assess annually the effectiveness of the Board as a whole, the committees of the Board and the contribution of each individual Director based on the process implemented by the Board.

The Nomination Committee met once during the financial year ended 31 March 2026.

NOMINATION COMMITTEE REPORT
(CONT'D)

ACTIVITIES OF THE NOMINATION COMMITTEE

During the financial year ended 31 March 2026, the Nomination Committee, in discharging its functions and duties, carried out the following activities:-

a. reviewed the mix of skills, experience and other qualities of the Board;

b. reviewed the fitness and propriety of each Director;

c. assessed the effectiveness of the Board as a whole, the Board committees and the individual Directors;

d. assessed the independence of the Independent Directors;

e. discussed and recommended the re-election of retiring Directors;

f. reviewed the Nomination Committee report.

The Nomination Committee upon its annual assessment carried out for financial year 2026, was satisfied that:-

a. the size and composition of the Board is optimum with appropriate mix of knowledge, skills, attribute and core competencies;

b. the Board has been able to discharge its duties professionally and effectively;

c. all the Directors continue to uphold the highest governance standards in discharging their duties and responsibilities;

d. all the members of the Board are well qualified to hold their positions as Directors of the Company in view of their respective work experience, academic, and professional qualifications, and depth of knowledge, skills and experience and their personal qualities;

e. the Independent Directors bring independent and objective judgement to the Board and mitigate risks arising from conflict of interest or undue influence from interested parties;

f. the Directors are able to devote sufficient time commitment to their roles and responsibilities as evidenced by their attendance records; and

g. all the Directors have received training during the financial year ended 31 March 2026 that is relevant and would serve to enhance their effectiveness in the Board.

The assessment was carried out internally by the Nomination Committee and the Board as a whole, facilitated by the Company Secretary. The Nomination Committee agreed that the assessment done indicated a high level of compliance and integrity and no changes to the composition of the Board and Board Committees were required.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

INTRODUCTION

In line with the Malaysian Code on Corporate Governance (MCCG) 2021 and Paragraph 15.26(b) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, the Board of Directors ("the Board") of AYS Ventures Berhad ("AYS") remains dedicated to upholding a robust internal control and risk management system. This system is crucial for safeguarding shareholders' investments, protecting the Group's assets, and ensuring the achievement of its strategic objectives.

This statement is prepared in accordance with the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers (SORMIC Guide 2025), issued by The Institute of Internal Auditors, reflecting the Board's commitment to continuously enhancing governance, corporate oversight and business resilience across the Group.

BOARD'S RESPONSIBILITY

The Board assumes full responsibility for the adequacy, integrity, and effectiveness of the Group's risk management and internal control systems. These systems are designed to identify, assess, manage, and monitor key business risks in an evolving operating environment. While no system provides absolute assurance, the controls aim to manage risks to an acceptable level to reduce the likelihood of significant operational, financial, or compliance failures.

The Board has established an appropriate risk appetite framework to support the achievement of the Group's strategic objectives. In determining the Group's risk appetite, the Board considers the nature of the Group's business activities, operating environment and stakeholder expectations. The Board seeks to balance risk and return whilst maintaining a prudent approach towards financial, operational, regulatory and reputational risks.

The Group structures its risk governance architecture in alignment with the Three Lines Model to ensure distinct boundaries of accountability:

- First and Second Lines (Management): Frontline operations and functional oversight units actively own, manage, and monitor day-to-day operational and compliance risks.

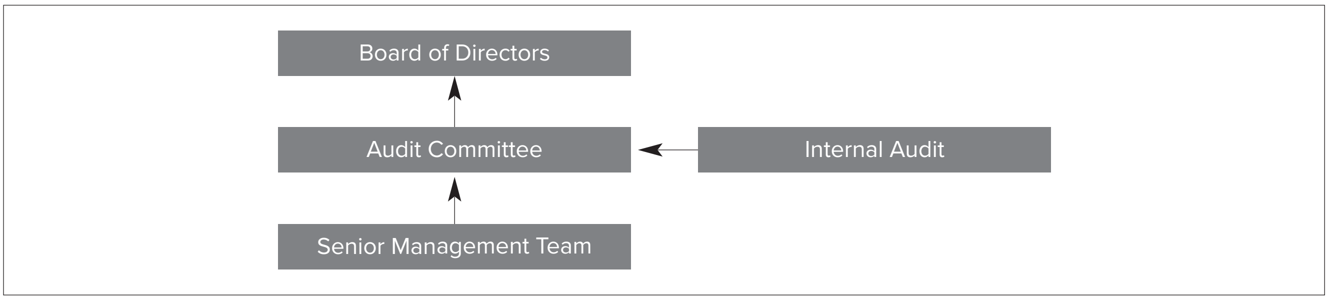
- Third Line (Internal Audit): Provides independent, objective assurance on the effectiveness of governance and risk management control systems.

Under the stewardship and oversight of the Group Managing Director ("GMD")/Chief Executive Officer ("CEO"), each business unit has implemented its own control processes. The GMD/CEO bears responsibility for ensuring sound business practices and regulatory governance are maintained across all units.

For the FY2026, the Board has critically reviewed and evaluated the depth, credibility, and sufficiency of the formal assurances provided by the GMD/CEO and the Chief Financial Officer ("CFO"). Based on this rigorous assessment, the Board is satisfied that the Group's risk management and internal control systems are operating adequately and effectively in all material aspects.

RISK GOVERNANCE AND REPORTING STRUCTURE

The Group's risk management is structured around a clear reporting framework that enables effective risk communication across business units and up to the Board.



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

RISK MANAGEMENT

Risk management at AYS does not mean risk avoidance. Instead, it involves measuring and controlling exposures, understanding acceptable limits for the Group, and managing them effectively. AYS utilises the ISO 31000:2018 Risk Management – Principles and Guidelines as its foundation.

Risk assessments are conducted periodically across the Group to identify, assess, evaluate and manage risks that may impact the achievement of the Group's strategic objectives. The results of these assessments are reported to Management and the Board through the established governance structure.

The Group's approach is based on three core, interrelated elements:

- Principles: A set of attributes, such as being integrated, structured, and inclusive, that describe how risk management adds value and protects the organization.
- Framework: A structure built on leadership and commitment that includes design, implementation, evaluation, and improvement to integrate risk management into all activities.
- Process: A tailored approach to understanding and managing risk through systematic risk assessment (identification, analysis, and evaluation) and treatment.

Integration of Emerging & Evolving Risks

To meet the evolving macroeconomic environment, the Group's Risk Process explicitly incorporates:

- Environmental, Social and Governance ("ESG") and Climate-Related Risks: Integrating environmental sustainability, carbon emission management, and supply chain climate vulnerabilities directly into our Enterprise Risk Management ("ERM") framework.
- Technological & Cybersecurity Disruptions: Actively assessing and mitigating digital risks, ensuring robust cybersecurity infrastructure and appropriate governance over digital assets and emerging technological deployments.

Sustainability Control Guide

The Group uses the Sustainability Control Guide to make sure our environmental and social goals are actually met. This guide puts clear safety checks across our daily operations:

- Data Governance: Establishing clear workflows and ownership for tracking carbon emissions (Scope 1 and 2), resource metrics, and labour data from source to final disclosure.

Internal Verification: Subjecting Bursa Malaysia's Common Sustainability Matters' data to standard internal audit validations.

- Standard Operating Procedures: Integrating sustainability targets directly into daily operational parameters and supply chain vendor assessments.

Mapping Our Principles to International Sustainability Standards Board ("ISSB") Standards

Our Risk Principle	ISSB Global Pillar	How We Put It into Practice
Board Oversight	Governance	The Board and its committees regularly review climate risks and sustainability targets.
Controls & Monitoring	Risk Management	We use our Sustainability Control Guide to watch and reduce ESG risks.
Reliable Reporting	Metrics and Targets	We track and report our progress using clear and verifiable numbers.

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

The Group's risk management and sustainability governance practices are aligned with internationally recognised frameworks, including ISO 31000:2018 Risk Management Principles and Guidelines and the International Sustainability Standards Board ("ISSB") Standards. In particular, the Group's approach incorporates the key ISSB pillars of Governance, Risk Management, and Metrics & Targets to support the consistent identification, assessment, monitoring and reporting of sustainability-related risks and opportunities.

The Group continuously reviews emerging risks and evolving market conditions to ensure that the risk management framework remains relevant and responsive. Significant risks identified through the risk assessment process are monitored by Management and reported to the Board through the Audit Committee on a periodic basis. Risk mitigation plans are established and monitored to ensure timely implementation of corrective actions where required.

Internal Review and Audit

To strengthen independent assurance, the internal audit function is outsourced to Axcelasia Sdn Bhd, a reputable professional services firm. The internal auditor reports directly to the Audit Committee, ensuring independence and objectivity.

Key responsibilities of the internal audit function include:

- Evaluating the adequacy and effectiveness of internal controls;
- Recommending improvements to governance and control processes;
- Reviewing compliance with policies, procedures, and regulatory requirements.

Internal audit findings, corrective action plans, and follow-up reviews are presented to the Audit Committee at least twice a year. The Senior Management Team is accountable for implementing remedial measures within specified timelines.

During the financial year, the Audit Committee reviewed the internal audit reports, significant findings, recommendations and Management's responses thereto. Follow-up reviews were conducted to assess the status of corrective actions and to ensure that identified control weaknesses were appropriately addressed.

Review of the Statement by External Auditors

The external auditors have reviewed this Statement pursuant to the scope set out in Audit and Assurance Practice Guide 3 (AAPG 3) issued by the Malaysian Institute of Accountants (MIA). Their review was conducted in accordance with Paragraphs 41 and 42 of the aforementioned Guidelines.

Based on their review, the external auditors have reported that nothing has come to their attention that causes them to believe this Statement is not prepared, in all material respects, in accordance with applicable requirements or is factually inaccurate.

It should be noted that the scope of the external auditors' review does not include expressing an opinion on the effectiveness of the Group's risk management and internal control system.

CONCLUSION

Based on the reviews and assurances received during the financial year under review, the Board is satisfied that the Group's risk management and internal control systems are adequate and effective in managing material risks and safeguarding the Group's assets and shareholders' interests.

No material internal control failures, significant losses or regulatory breaches that would require disclosure in the financial statements were identified during the financial year under review.

The Board remains committed to continuously enhancing the Group's governance, risk management and internal control practices to support sustainable business growth and long-term value creation.

This Statement on Risk Management and Internal Control was approved by the Board on 25 May 2026.

ADDITIONAL COMPLIANCE **INFORMATION**

UTILISATION OF PROCEEDS RAISED FROM ANY CORPORATE PROPOSALS

There were no corporate proposal undertaken during the financial year.

AUDIT AND NON-AUDIT FEES

The amount of audit and non-audit fees payable to Grant Thornton Malaysia PLT and its member firm for the services rendered for financial year ended 31 March 2026 is as follows:-

	Audit Fees	Non-Audit Fees
Company Level	RM33,000	RM5,500
Group Level	RM165,500	RM8,500

The non-audit fees were incurred in relation to the review of the Statement on Risk Management and Internal Control and corporate tax compliance fee.

MATERIAL CONTRACTS INVOLVING DIRECTORS'/MAJOR SHAREHOLDERS' INTEREST

There were no material contracts of the Company and its subsidiaries involving Directors' and major shareholders' interests for the financial year under review.

ADDITIONAL COMPLIANCE INFORMATION
(CONT'D)

DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING

Pursuant to Paragraph 9.25A of the MAIN Market Listing Requirements below are the financial data that are relevant for purpose of Shariah screening by the Shariah Advisory Council of the Securities Commission Malaysia. These include financial data on Shariah non-permissible income arising from the Group's business activities and interest-based financial position.

(a) Group's Total Income and Total Assets

	Group	
Total Income	**2026 (RM)**	**2025 (RM)**
Revenue	1,076,064,000	1,321,439,000
Other income and finance income	12,635,000	8,215,000
Share of profit of associates	54,000	102,000
Total	**1,088,753,000**	**1,329,756,000**
Total Assets	**1,098,124,000**	**1,159,729,000**

(b) Business Activities

	Group	
Shariah Non-Compliant Activities	**2026 (RM)**	**2025 (RM)**
Interest income	37,154	61,603
Total	**37,154**	**61,603**

(c) Component of Financial Position

(i) Cash Component

	Group	
Islamic Account/Instruments	**2026 (RM)**	**2025 (RM)**
Cash at banks	2,737,990	11,282,439
Short-term deposit	-	-
Total Cash	**2,737,990**	**11,282,439**
Conventional Account/Instruments		
Cash at banks	22,752,820	44,279,257
Short-term deposit	11,000,000	1,200,000
Total Cash	**33,752,820**	**45,479,257**

ADDITIONAL COMPLIANCE INFORMATION
(CONT'D)

DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING (Cont'd)

(c) Component of Financial Position (Cont'd)

(ii) Debt Component

	Group	
Islamic Borrowings	**2026 (RM)**	**2025 (RM)**
Current		
Trade financing	135,439,026	166,581,568
Term loans	2,580,000	2,580,000
Revolving credit and loans	7,500,000	9,310,000
Non-Current		
Term loans	17,845,000	20,425,000
Total Borrowings	**163,364,026**	**198,896,568**

	Group	
Conventional Borrowings	**2026 (RM)**	**2025 (RM)**
Current		
Trade financing	215,140,102	210,906,435
Non-Current		
Term loans	-	-
Total Borrowings	**215,140,102**	**210,906,435**

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 activity of the Company is investment holding. The principal activities of its subsidiaries are disclosed in Note 7 to the Financial Statements.

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

FINANCIAL RESULTS

	Group RM'000	Company RM'000
Net profit for the financial year	1,489	3,971
Attributable to:		
Owners of the Company	6,239	
Non-controlling interests	(4,750)	
	1,489	

RESERVES AND PROVISIONS

All material transfers to or from reserves or provisions during the financial year are disclosed in the financial statements.

DIVIDENDS

There were no dividends proposed, declared or paid by the Company during the current financial year.

On 25 May 2026, the Directors recommended a final single tier dividend of 1.0 sen per ordinary share in respect of the financial year ended 31 March 2026 amounting to RM4,184,587 based on 418,458,656 ordinary shares for the shareholders' approval at the forthcoming Annual General Meeting.

The financial statements for the current financial year do not reflect this proposed dividend. Such dividend will be accounted for in the statements of changes in equity as an appropriation of retained earnings in the financial year ending 31 March 2027.

HOLDING COMPANIES

The ultimate holding company is Chiew Ho (L) Foundation ("the Foundation") and the immediate holding company is Chiew Ho Holding Sdn. Bhd. ("CHH"). Both the Foundation and CHH are incorporated and domiciled in Malaysia.

DIRECTORS

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

Oh Chiew Ho*
Oh Pooi Foon*
Oh Yung Sim*
Seow Nyoke Yoong
Dato' Wan Hashim Bin Wan Jusoh
Abd Malik Bin A Rahman

* Directors of the Company and certain subsidiaries

The Directors of subsidiaries who held office during the financial year and up to the date of this report other than named above are as follows:-

Oh Yung Wooi
Oh Yung Kwan
Lin Yee Hong
Shigehiro Hontsu
Teo Chee Ho (resigned on 19 August 2025)
Ang Tee Seng (resigned on 30 September 2025)

DIRECTORS' REMUNERATIONS

During the financial year, the remunerations, fees and other benefits received and receivable by the Directors of the Company are as follows:-

	Group RM'000	**Company RM'000**
Directors' fee	378	378
Salaries and other emoluments	4,877	38
Defined contribution plans	341	-
Social security contributions	4	-
Other benefits*	105	-
	5,705	416

* The Directors' other benefits are benefits-in-kind (based on estimated monetary value) for the Group of RM105,483.

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 benefits included in the aggregate amount of remunerations received or due and receivable by the Directors as shown above) 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 the Director has a substantial financial interest other than those disclosed in Note 35 to the Financial Statements.

DIRECTORS' REPORT
(CONT'D)

DIRECTORS' INTERESTS

According to the Register of Directors' Shareholdings required to be kept under Section 59 of the Companies Act 2016, the interests and deemed interests in the ordinary shares of the Company and its related corporations of those who were Directors as at financial year end are as follows:-

	Number of ordinary shares			
	At 1 April 2025	**Bought**	**Sold**	**At 31 March 2026**
Direct interests				
Oh Chiew Ho	-	1,000,000	-	1,000,000
Oh Pooi Foon	-	144,200	-	144,200
Indirect interests				
Oh Chiew Ho[#]	264,707,360	-	-	264,707,360
Indirect interests in the holding company, Chiew Ho Holding Sdn. Bhd.				
Oh Chiew Ho[@]	100	-	-	100

[#] Deemed interest by virtue of Oh Chiew Ho being the founder of Chiew Ho (L) Foundation and his shareholdings in Ann Yak Siong Group Sdn. Bhd., the shareholder of AYS Ventures Berhad.

[@] Deemed interest by virtue of Oh Chiew Ho being the founder of Chiew Ho (L) Foundation which the Foundation is the sole shareholder of Chiew Ho Holding Sdn. Bhd..

By virtue of Oh Chiew Ho's substantial indirect interests in the shares of the holding company, he is deemed to have interests in the shares of the Company and all of its other related companies to the extent that the holding company has an interest under Section 8 of the Companies Act 2016.

None of the other Directors in office at the end of the financial year had any interest in the shares of the Company and its related corporations during the financial year.

ISSUE OF SHARES AND DEBENTURES

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

INDEMNITY AND INSURANCE FOR DIRECTORS AND OFFICERS

The Group and the Company effected for Directors' and Officers' liability insurance during the financial year to protect the Directors and Officers of the Group and of the Company against potential costs and liabilities arising from claims brought against the Directors and Officers. The amount of insurance premium paid by the Group and the Company for the financial year ended 31 March 2026 was RM23,868.

OTHER STATUTORY INFORMATION

Before the financial statements of the Group and of the Company were prepared, the Directors took reasonable steps:-

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

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

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

(a) which would render it necessary to write off any bad debts or the amount of the provision for doubtful debts in the financial statements of the Group and of the Company inadequate to any substantial extent; 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 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 and 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 and 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 the operations of the Group and of the Company during the financial year were not substantially affected by any item, transaction or event of a material and unusual nature; and

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

SIGNIFICANT EVENT DURING THE FINANCIAL YEAR

On 16 April 2025, Ann Yak Siong (Singapore) Pte. Ltd. ("AYSS"), an indirect wholly-owned subsidiary of the Company subscribed for 298,000 ordinary shares in 3HA Capital Pte. Ltd. ("3HA"), representing 14.9% of its issued share capital for a total cash consideration of SGD298,000 equivalent to RM1,000,982. On 10 November 2025, AYSS had subscribed for additional 9,735,663 ordinary shares in 3HA for a total cash consideration of SGD9,735,663 equivalent to RM31,154,124. The additional subscription did not result in any change in AYSS's effective interest in 3HA.

EVENT AFTER THE REPORTING DATE

On 15 May 2026, AYSS subscribed for additional 560,000 ordinary shares in Steelaris Pte. Ltd. ("Steelaris"), representing 8% of its issued share capital for a total cash consideration of SGD240,000 equivalent to RM746,184.

The subscription was completed on 18 May 2026. Correspondingly, the effective equity interest in Steelaris increased from 66% to 74%.

DIRECTORS' REPORT
(CONT'D)

AUDITORS

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

The amount of audit and non-audit fee payable to the Auditors and its member firms by the Group and the Company for the financial year ended 31 March 2026 amounted to RM174,000 and RM38,500 respectively. Further details are disclosed in Note 29 to the Financial Statements.

The Group and the Company have agreed to indemnify the Auditors, Grant Thornton Malaysia PLT to the extent permissible under the provisions of the Companies Act 2016 in Malaysia. However, no payment has been made arising from this indemnity for the financial year.

Signed on behalf of the Directors in accordance with a resolution of the Directors,

....
OH CHIEW HO
DIRECTOR

....
OH POOI FOON
DIRECTOR

Klang
12 June 2026

STATEMENT BY DIRECTORS

In the opinion of the Directors, the financial statements set out on pages 102 to 149 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 cash flows for the financial year then ended.

Signed on behalf of the Directors in accordance with a resolution of the Directors,

....
OH CHIEW HO

....
OH POOI FOON

Klang
12 June 2026

STATUTORY DECLARATION

I, Tay Yew Thiam, being the Chief Financial Officer primarily responsible for the financial management of AYS Ventures Berhad, do solemnly and sincerely declare that to the best of my knowledge and belief, the financial statements set out on pages 102 to 149 are correct and I make this solemn declaration conscientiously believing the same to be true and by virtue of the Statutory Declarations Act 1960.

Subscribed and solemnly declared by)
the abovenamed at Kuala Lumpur in)
the Federal Territory this day of)
12 June 2026)

....
TAY YEW THIAM
(MIA NO: 11391)
CHARTERED ACCOUNTANT

Before me:

W 924
MOHD OMAR NATHAN BIN ABDULLAH
No.Sijil Amaran Peguam: BC/M/1699
Commissioner for Oaths

INDEPENDENT
AUDITORS' REPORT

TO THE MEMBERS OF AYS VENTURES BERHAD

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of AYS Ventures Berhad, which comprise the statements of financial position as at 31 March 2026 of the Group and of the Company, 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 a summary of material accounting policies as set out on pages 102 to 149.

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

Basis for Opinion

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

Independence and Other Ethical Responsibilities

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

Key Audit Matters

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

<u>Valuation of inventories</u>

Inventories are measured at the lower of cost and net realisable value ("NRV"). The Group estimates the NRV of inventories based on an assessment of expected selling prices. Changes in these assumptions could result in a material change in the carrying value of inventories and the financial performance of the Group.

Our audit procedures in relation to the valuation of inventories included:

- Testing the valuation of the inventories on a sample basis to ascertain that inventories are stated at the lower of cost and NRV.
- Understanding and reviewing the management's assessment of NRV of the inventories and testing samples of inventories to sales made subsequent to the reporting date.
- Examining the condition of selected inventories by attending physical inventories count at the reporting date.
- Considering the adequacy of the Group's disclosure in respect of the inventory's valuation.

The Group's disclosure regarding inventories is included in Note 11 to the Financial Statements.

<u>Impairment of goodwill on consolidation</u>

We focused on this area due to the magnitude of the goodwill from the acquisition of the foreign subsidiary which is subject to annual impairment assessment.

The impairment assessment performed by management involved significant degree of judgement in estimating the assumption on growth rate and discount rate used.

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF AYS VENTURES BERHAD (CONT'D)

Report on the Audit of the Financial Statements (cont'd)

Key Audit Matters (cont'd)

Impairment of goodwill on consolidation (cont'd)

With respect to the appropriateness of the key assumptions used in the value in calculation, we performed the following procedures:

- Assessed the reliability of management's projection by comparing the projected cash flows against historical trends of actual cash flows.
- Checked the growth rate used did not exceed the growth rate of the trading industry in which the cash generating unit ("CGU") operates.
- Checked the discount rate used by comparing the rate used to the related industries and market in Singapore and Malaysia.
- Checked sensitivity analysis performed by management on the discount rate and earnings before interest, tax, depreciation and amortisation to determine whether reasonable change on these key assumptions would result in the carrying amount of individual CGU to exceed its recoverable amount.

The Group's disclosure regarding goodwill on consolidation is included in Note 10 to the Financial Statements.

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

Information Other than the Financial Statements and Auditors' Report Thereon

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

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

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

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

Responsibilities of the Directors for the Financial Statements

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

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

Auditors' Responsibilities for the Audit of the Financial Statements

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

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF AYS VENTURES BERHAD (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:

- Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and of the Company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.

- Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or the Company's ability to continue as going concerns. 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 going concerns.

- 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's financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

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

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

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

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF AYS VENTURES BERHAD (CONT'D)

Report on the Audit of the Financial Statements (cont'd)

Report on Other Legal and Regulatory Requirements

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors, are disclosed in Note 7 to the Financial Statements.

Other matter

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

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

KHO KIM ENG
(NO: 03137/10/2026 J)
CHARTERED ACCOUNTANT

Kuala Lumpur
12 June 2026

STATEMENTS OF **FINANCIAL POSITION**

AS AT 31 MARCH 2026

	Note	Group 2026 RM'000	Group 2025 RM'000	Company 2026 RM'000	Company 2025 RM'000
ASSETS					
Non-current assets					
Property, plant and equipment	4	130,538	112,365	6	2
Right-of-use assets	5	18,190	22,331	-	-
Investment properties	6	72,460	76,315	-	-
Investment in subsidiaries	7	-	-	193,250	160,250
Investment in an associate	8	158	104	-	-
Other equity investment	9	31,501	-	-	-
Goodwill on consolidation	10	6,039	6,039	-	-
Total non-current assets		258,886	217,154	193,256	160,252
Current assets					
Inventories	11	497,528	507,741	-	-
Trade receivables	12	283,147	349,933	-	-
Other receivables	13	11,808	11,335	57	36
Amount due from subsidiaries	14	-	-	30,129	59,161
Derivative financial instruments	15	3,367	391	-	-
Tax recoverable		6,369	7,783	-	-
Short-term deposits with licensed banks	16	11,000	1,200	-	-
Cash and bank balances		26,019	55,792	97	150
		839,238	934,175	30,283	59,347
Non-current asset held for sale	17	-	8,400	-	-
Total current assets		839,238	942,575	30,283	59,347
		1,098,124	1,159,729	223,539	219,599
EQUITY AND LIABILITIES					
EQUITY					
Equity attributable to owners of the Company					
Share capital	18	218,553	218,553	218,553	218,553
Merger deficit	19	(153,190)	(153,190)	-	-
Capital reserve	20	2,320	2,320	-	-
Revaluation reserve	20	36,184	26,075	-	-
Foreign exchange reserve	20	(718)	1,459	-	-
Retained earnings		356,260	351,997	4,780	809
		459,409	447,214	223,333	219,362
Non-controlling interests	7(a)	6,726	14,402	-	-
Total equity		466,135	461,616	223,333	219,362

STATEMENTS OF FINANCIAL POSITION

AS AT 31 MARCH 2026 (CONT'D)

	Note	Group 2026 RM'000	Group 2025 RM'000	Company 2026 RM'000	Company 2025 RM'000
LIABILITIES					
Non-current liabilities					
Deferred tax liabilities	21	5,081	7,424	-	-
Bank borrowings	22	17,845	20,425	-	-
Lease liabilities	23	15,436	18,204	-	-
Total non-current liabilities		38,362	46,053	-	-
Current liabilities					
Trade payables	24	208,751	239,773	-	-
Other payables	25	19,953	16,970	193	195
Bank borrowings	22	360,659	390,245	-	-
Lease liabilities	23	4,108	5,005	-	-
Tax payable		156	67	13	42
Total current liabilities		593,627	652,060	206	237
Total liabilities		631,989	698,113	206	237
Total equity and liabilities		1,098,124	1,159,729	223,539	219,599

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

	Note	Group 2026 RM'000	Group 2025 RM'000	Company 2026 RM'000	Company 2025 RM'000
Revenue	26	1,076,064	1,321,439	4,500	2,043
Cost of sales		(984,323)	(1,232,666)	-	-
Gross profit		91,741	88,773	4,500	2,043
Other income	27	10,351	7,835	-	-
Selling and distribution expenses		(18,837)	(20,157)	(11)	(51)
Administration expenses		(56,020)	(49,548)	(793)	(963)
Other expenses	27	(12,787)	(11,473)	(94)	(29)
Impairment loss on financial assets		(307)	(3,445)	-	-
Operating profit		14,141	11,985	3,602	1,000
Finance income	28	2,284	380	1,285	1,681
Finance costs	28	(16,736)	(23,959)	-	-
Share of results of an associate	8	54	102	-	-
(Loss)/profit before tax	29	(257)	(11,492)	4,887	2,681
Tax income/(expenses)	30	1,746	(1,398)	(916)	(296)
Net profit/(loss) for the financial year		1,489	(12,890)	3,971	2,385
Other comprehensive income/(loss)					
Item that will be reclassified subsequently to profit or loss:-					
Foreign currency translation differences for foreign operation		(2,446)	(2,209)	-	-
Items that will not be reclassified subsequently to profit or loss:-					
Revaluation of land and buildings		11,124	-	-	-
Deferred tax relating to revaluation of land and buildings		(1,015)	-	-	-
Other comprehensive income/(loss) for the financial year, net of tax		7,663	(2,209)	-	-
Total comprehensive income/(loss) for the financial year		9,152	(15,099)	3,971	2,385

	Note	Group 2026 RM'000	Group 2025 RM'000
Net profit/(loss) for the financial year attributable to:-			
Owners of the Company		6,239	(4,502)
Non-controlling interests		(4,750)	(8,388)
		1,489	(12,890)
Total comprehensive income/(loss) attributable to:-			
Owners of the Company		14,399	(5,628)
Non-controlling interests		(5,247)	(9,471)
		9,152	(15,099)
Earnings/(loss) per share			
Basic/diluted earnings per ordinary share attributable to owners of the Company (RM)	31	0.01	(0.01)

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'000	Capital reserve RM'000	Merger deficit RM'000	Foreign exchange reserve RM'000	Revaluation reserve RM'000	Retained earnings RM'000	Total RM'000	Non-controlling interests RM'000	Total equity RM'000
Group										
Balance at 1 April 2024		218,553	2,320	(153,190)	2,585	26,075	362,776	459,119	23,383	482,502
Foreign currency translation differences for foreign operation		-	-	-	(1,126)	-	-	(1,126)	(1,083)	(2,209)
Net loss for the financial year		-	-	-	-	-	(4,502)	(4,502)	(8,388)	(12,890)
Total comprehensive loss for the financial year		-	-	-	(1,126)	-	(4,502)	(5,628)	(9,471)	(15,099)
Transactions with owners:-										
Dividend paid to owners of the Company	34	-	-	-	-	-	(6,277)	(6,277)	-	(6,277)
Issuance of additional shares by an existing subsidiary		-	-	-	-	-	-	-	490	490
Total transactions with owners		-	-	-	-	-	(6,277)	(6,277)	490	(5,787)
Balance at 31 March 2025		218,553	2,320	(153,190)	1,459	26,075	351,997	447,214	14,402	461,616
Foreign currency translation differences for foreign operation		-	-	-	(1,949)	-	-	(1,949)	(497)	(2,446)
Revaluation of land and buildings		-	-	-	-	10,109	-	10,109	-	10,109
Net profit/(loss) for the financial year		-	-	-	-	-	6,239	6,239	(4,750)	1,489
Total comprehensive income for the financial year		-	-	-	(1,949)	10,109	6,239	14,399	(5,247)	9,152
Transaction with owners:-										
Acquisition of additional shares in an existing subsidiary		-	-	-	(228)	-	(1,976)	(2,204)	(2,429)	(4,633)
Balance at 31 March 2026		218,553	2,320	(153,190)	(718)	36,184	356,260	459,409	6,726	466,135

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026 (CONT'D)

		Attributable to owners of the Company								
		Non-distributable					Distributable			
	Note	Share capital RM'000	Capital reserve RM'000	Merger deficit RM'000	Foreign exchange reserve RM'000	Revaluation reserve RM'000	Retained earnings RM'000	Total RM'000	Non-controlling interests RM'000	Total equity RM'000
Company										
Balance at 1 April 2024		218,553	-	-	-	-	4,701	223,254	-	223,254
Total comprehensive income for the financial year		-	-	-	-	-	2,385	2,385	-	2,385
Transaction with owners:										
Dividend paid to owners of the Company	34	-	-	-	-	-	(6,277)	(6,277)	-	(6,277)
Balance at 31 March 2025		218,553	-	-	-	-	809	219,362	-	219,362
Total comprehensive income for the financial year		-	-	-	-	-	3,971	3,971	-	3,971
Balance at 31 March 2026		218,553	-	-	-	-	4,780	223,333	-	223,333

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		Company	
		2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
OPERATING ACTIVITIES					
(Loss)/profit before tax		(257)	(11,492)	4,887	2,681
Adjustments for:-					
Depreciation of property, plant and equipment		4,111	2,834	1	1
Gain on disposal of property, plant and equipment		(53)	(161)	-	-
Gain on disposal of non-current asset held for sale		(4,086)	-	-	-
Property, plant and equipment written off		2	-	-	-
Gain on lease termination		(479)	-	-	-
Depreciation of right-of-use assets		6,000	5,516	-	-
Fair value gain on investment properties		(3,365)	(5,259)	-	-
(Reversal of)/allowance for slow moving and obsolete inventories		(413)	1,586	-	-
Impairment loss on financial assets		307	3,445	-	-
Bad debts recovered		(100)	(19)	-	-
Bad debts written off		-	457	-	-
Finance costs	A	17,625	24,967	-	-
Finance income		(2,284)	(380)	(1,285)	(1,681)
Unrealised loss on foreign exchange		585	4,954	-	-
Share of results of an associate		(54)	(102)	-	-
Operating profit before working capital changes		17,539	26,346	3,603	1,001
Changes in working capital:-					
Inventories		3,265	26,630	-	-
Receivables		56,759	(56,731)	(21)	19
Payables		(18,819)	120,655	(2)	24
Cash generated from operations		58,744	116,900	3,580	1,044
Net tax paid		(109)	(5,621)	(945)	(342)
Finance costs paid		(17,625)	(24,967)	-	-
Finance income received		2,284	380	1,285	1,681
Net cash from operating activities		43,294	86,692	3,920	2,383
INVESTING ACTIVITIES					
Purchase of property, plant and equipment		(2,836)	(11,435)	(5)	-
Purchase of right-of-use assets	B	(282)	(44)	-	-
Purchase of investment properties		(1,111)	-	-	-
Proceeds from disposal of property, plant and equipment		56	161	-	-
Proceeds from disposal of non-current asset held for sale		12,486	-	-	-
Acquisition of equity investment		(32,155)	-	-	-
Acquisition of additional shares in an existing subsidiary		(4,633)	-	-	-
Subscriptions of additional shares in a subsidiary		-	-	(33,000)	-
Repayment from subsidiaries		-	-	29,032	3,966
Net cash (used in)/from investing activities		(28,475)	(11,318)	(3,973)	3,966

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026 (CONT'D)

	Note	Group 2026 RM'000	Group 2025 RM'000	Company 2026 RM'000	Company 2025 RM'000
FINANCING ACTIVITIES					
Dividends paid		-	(6,277)	-	(6,277)
Payment of principal portion of lease liabilities		(4,732)	(5,569)	-	-
Issuance of shares to non-controlling interests		-	490	-	-
Drawdown from bankers' acceptance/trust receipts		1,282,156	1,726,506	-	-
Repayments of bankers' acceptance/trust receipts		(1,301,775)	(1,712,170)	-	-
Drawdown from onshore foreign currency loans		64,449	74,856	-	-
Repayments of onshore foreign currency loans		(64,752)	(125,986)	-	-
Drawdown of revolving credit		7,500	9,310	-	-
Repayments of revolving credit		(9,310)	(2,950)	-	-
Repayments of term loans		(6,655)	(5,324)	-	-
Net cash used in financing activities		(33,119)	(47,114)	-	(6,277)

	Note	Group 2026 RM'000	Group 2025 RM'000	Company 2026 RM'000	Company 2025 RM'000
CASH AND CASH EQUIVALENT					
Net changes		(18,300)	28,260	(53)	72
At beginning of financial year		56,125	28,634	150	78
Effect on foreign exchange differences		(806)	(769)	-	-
At end of financial year	C	37,019	56,125	97	150

NOTES TO THE STATEMENTS OF CASH FLOWS

A. FINANCE COST

Included in the finance costs were amounts of RM16,736,000 and RM889,000 (2025: RM23,959,000 and RM1,008,000) which were recognised in finance costs and cost of sales respectively.

B. PURCHASE OF RIGHT-OF-USE ASSETS

The following is the reconciliation of cash additions of right-of-use assets and lease liabilities:-

	Note	Group 2026 RM'000	Group 2025 RM'000
Additions of right-of-use assets	5	5,947	3,317
Additions of lease liabilities	23	(5,665)	(3,273)
Cash additions		282	44

C. CASH AND CASH EQUIVALENTS

Cash and cash equivalents included in the Statements of Cash Flows comprise the following amounts:-

	Note	Group 2026 RM'000	Group 2025 RM'000	Company 2026 RM'000	Company 2025 RM'000
Short-term deposits with licensed banks		11,000	1,200	-	-
Cash and bank balances		26,019	55,792	97	150
Bank overdraft	22	-	(867)	-	-
		37,019	56,125	97	150

D. RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

Group		At beginning of financial year RM'000	Cash flows RM'000	Others* RM'000	At end of financial year RM'000
2026					
Bankers' acceptance/trust receipts	(i)	360,440	(19,619)	(2,561)	338,260
Lease liabilities	(ii)	23,209	(4,732)	1,067	19,544
Onshore foreign currency loans	(iii)	12,755	(303)	(133)	12,319
Term loans	(i)	27,298	(6,655)	(218)	20,425
Revolving credit		9,310	(1,810)	-	7,500
		433,012	(33,119)	(1,845)	398,048
2025					
Bankers' acceptance/trust receipts	(i)	346,586	14,336	(482)	360,440
Lease liabilities	(ii)	26,078	(5,569)	2,700	23,209
Onshore foreign currency loans	(iii)	62,789	(51,130)	1,096	12,755
Term loans	(i)	34,560	(5,324)	(1,938)	27,298
Revolving credit		2,950	6,360	-	9,310
		472,963	(41,327)	1,376	433,012

* Others refers to:-
(i) Being translation differences
(ii) This amount is net of additions of lease liabilities, adjustment due to lease modification/termination and translation differences
(iii) Being unrealised loss/(gain) on foreign exchange

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2026

1. GENERAL INFORMATION

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

The registered office of the Company is located at 802, 8th Floor, Block C, Kelana Square, 17, Jalan SS7/26, 47301 Petaling Jaya, Selangor Darul Ehsan and the principal place of business of the Company is located at Lot 6488, Jalan Haji Abdul Manan, 42100 Klang, Selangor Darul Ehsan.

The principal activity of the Company is investment holding. The principal activities of its subsidiaries are disclosed in Note 7 to the Financial Statements.

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

The ultimate holding company is Chiew Ho (L) Foundation ("the Foundation") and the immediate holding company is Chiew Ho Holding Sdn. Bhd. ("CHH"). Both the Foundation and CHH are incorporated and domiciled in Malaysia.

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the Directors passed on 12 June 2026.

2. BASIS OF PREPARATION

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 properties and derivative financial instruments that are measured at fair values at the end of the reporting year as indicated in the summary of material accounting policies.

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 pay to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption 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 most advantageous market must be accessible to the Group.

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 uses 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.

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.

2. BASIS OF PREPARATION (CONT'D)

2.2 Basis of measurement (cont'd)

For assets and liabilities that are recognised in the financial statements on a recurring basis, the Group determines 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 year.

For the purpose of fair value disclosures, the Group has 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 Group's and the Company's functional currency and all values are rounded to the nearest thousand except when otherwise stated.

2.4 Adoption of amendments/improvements 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 years beginning on or after 1 January 2025.

Initial application for the above amendments to standards did not have any material impacts to the financial statements of the Group and of the Company.

2.5 Standard issued but not yet effective

The new and amended 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, if applicable, when they become effective in the respective financial year:-

Amendments to MFRSs effective 1 January 2026:-	
Amendments to MFRS 9 and MFRS 7	Amendments to the Classification and Measurement of Financial Instruments
Amendments to MFRS 1, MFRS 7, MFRS 9, MFRS 10 and MFRS 107	Amendments that are part of Annual Improvements - Volume 11
Amendments to MFRS 9 and MFRS 7	Contracts Referencing Nature - dependent Electricity
MFRSs and Amendments to MFRSs effective 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	Translation to a Hyperinflationary Presentation Currency
Amendments to MFRSs - effective date deferred indefinitely:-	
Amendments to MFRS 10 and MFRS 128	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture

The initial application of the above standards and amendments are not expected to have any material financial impact to the financial statements of the Group and of the Company, except for MFRS 18 Presentation and Disclosure in Financial Statements.

MFRS 18 Presentation and Disclosure in Financial Statements

MFRS 18 Presentation and Disclosure in Financial Statements introduces three sets of new requirements to improve companies' reporting of financial performance:

- Improved comparability in the statement of profit or loss (income statement)
- Enhanced transparency of management-defined performance measures
- More useful grouping of information in the financial statements

2. BASIS OF PREPARATION (CONT'D)

2.5 Standard issued but not yet effective (cont'd)

MFRS 18 replaces MFRS 101 Presentation of Financial Statements. It carries forward many requirements from MFRS 101 unchanged. MFRS 18 is effective for annual reporting periods beginning on or after 1 January 2027, early adoption is applicable.

The Group and the Company are currently working to identify all the impacts the standard will have on the financial statements of the Group and of the Company.

2.6 Significant accounting estimates and judgements

Estimates and assumptions concerning the future and judgements are made in the preparation of the financial statements. They affect the application of the Group's and the Company's accounting policies and reported amounts of assets, liabilities, income, 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.

2.6.1 Estimation uncertainty

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

Revaluation of property, plant and equipment

The Group measures its land and buildings at revalued amount with changes in fair value being recognised in other comprehensive income. Significant judgement is required in the determination of fair value which may be derived based on different valuation methods. In making the judgement, the Group evaluates based on past experience and reliance on the work of specialists. The Group engages independent professional valuer to estimate the fair value.

The carrying amounts of the land and buildings at the reporting date and the relevant revaluation basis are disclosed in Note 4 to the Financial Statements.

Fair value of investment properties

The Group measures its investment properties at fair value with changes in fair value being recognised in profit or loss. Significant judgement is required in the determination of fair value which may be derived based on different valuation methods. In making the judgement, the Group evaluates based on past experience and reliance on the work of specialists. The Group engages independent professional valuer to estimate the fair value.

The carrying amount of the investment properties at the reporting date and the relevant valuation basis is disclosed in Note 6 to the Financial Statements.

Useful lives of depreciable assets

Management estimates the useful lives of property, plant and equipment and right-of-use assets to be within 1 to 50 years and reviews the useful lives of depreciable assets at each reporting date. As at 31 March 2026, management assesses that the useful lives represent the expected utilities of the assets to the Group and the Company. Actual results, however, may vary due to change in the expected level of usage and technological developments, resulting in the adjustment to the Group's and the Company's assets.

The carrying amounts of the Group's and the Company's property, plant and equipment and right-of-use assets at the reporting date are disclosed in Notes 4 and 5 to the Financial Statements.

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 time the estimates are made. The Group's core businesses are subject to economical and technology changes which may cause selling prices to change rapidly and the Group's net profit/(loss) to change.

The carrying amount of the Group's inventories at the reporting date is disclosed in Note 11 to the Financial Statements.

2. BASIS OF PREPARATION (CONT'D)

2.6 Significant accounting estimates and judgements (cont'd)

2.6.1 Estimation uncertainty (cont'd)

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 asset or 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 adjustments to market risk and the appropriate adjustments to asset-specific risk factors.

Further details of the carrying value, key assumptions applied in the impairment assessment of goodwill on consolidation are disclosed in Note 10 to the Financial Statements.

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 days past due for groupings of various customer segments that have similar loss patterns such as customer type and rating and other forms of credit insurance.

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 forecasted economic conditions (i.e. gross domestic products) are expected to deteriorate over the next year which can lead to an increased number of defaults in the relevant sectors, 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, forecasted economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and forecasted 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. The information about ECLs on the Group's trade receivable is disclosed in Note 36 to the Financial Statements.

Income taxes

Significant judgement is involved in determining the Group-wide and Company-wide provision for income taxes. There are certain transactions and computations for which the ultimate tax determination is uncertain during the ordinary course of business. The Group and the Company recognise tax liabilities based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recognised, such difference will impact the income tax and deferred tax provisions in the year in which such determination is made.

Leases - estimating the incremental borrowing rate

The Group cannot readily determine the interest rate implicit in the lease, therefore, it uses its incremental borrowing rate ("IBR") to measure lease liabilities. The IBR is the rate of interest that the Group would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right of use asset in a similar economic environment. The IBR therefore reflects when the Group 'would have to pay', which requires estimation when no observable rates are available or when the observable rates need to be adjusted to reflect the terms and conditions of the lease. The Group estimates the IBR using observable inputs (such as market interest rates) when available and is required to make certain entity-specific estimates.

2. BASIS OF PREPARATION (CONT'D)

2.6 Significant accounting estimates and judgements (cont'd)

2.6.2 Significant management judgement

The following are significant management judgements in applying the accounting policies of the Group and of the Company that have the most significant effects on the financial statements:-

<u>Classification between investment properties and owner-occupied properties</u>

The Group determines whether a property qualifies as an investment property and has developed criteria in making that judgement. Investment property is a property held to earn rentals or for capital appreciation or both. Therefore, the Group considers whether a property generates cash flows largely independently of the other assets held by the Group.

Some properties comprise a portion that is held to earn rentals or for capital appreciation and another portion that is held for use in the production or supply of goods or services or for administrative purposes. The Group accounts for the portion separately if these portions could be sold separately (or leased out separately under finance lease). If the portions could not be sold separately, the property is an investment property only if an insignificant portion is held for use in the production or supply of goods or services or for administrative purposes. Judgement is made on an individual property basis to determine whether ancillary services are so significant that a property does not qualify as an investment property.

<u>Deferred tax on investment properties</u>

For the purposes of measuring deferred tax liabilities arising from investment properties that are measured using the fair value model, the management of the Group reviews the investment properties and concluded that the Group's investment properties are held under a business model whose objective is to recover the carrying amount of the investment properties through sale.

Accordingly, the Group recognises deferred taxes in respect of the changes in fair value of investment properties based on Real Property Gains Tax ("RPGT"). The final tax outcome could be different from the deferred tax liabilities recognised in the financial statements should the economic benefits embodied in the investment properties be subsequently substantially consumed over time rather than through sale.

2.7 Climate-related matters

The Directors have exercised significant judgement in assessing the Group's exposure to climate-related matters in accordance with IFRS S1 and IFRS S2, which included a comprehensive evaluation of potential physical and transition risks across short, medium, and long-term horizons. Based on the Group's current business model, operational footprint, and sector, management has determined that there are no reasonably expected climate-related risks that would have a material impact on the Group's financial position, financial performance or cash flows. Consequently, the Directors have concluded that no material climate-related financial disclosures are required for the current financial year.

3. MATERIAL ACCOUNTING POLICIES

The Group and the Company apply the material accounting policies as summarised below consistently throughout all years presented in the financial statements, unless otherwise stated.

3.1 Subsidiaries

Investment in subsidiaries is stated at cost less any accumulated impairment losses in the financial statements.

3.1.1 Consolidation

Business combinations are accounted for using the acquisition method for AYS Capital Sdn. Bhd., AYS (FZ) Sdn. Bhd. and Steelaris Pte. Ltd.. The cost of an acquisition is measured as the aggregate of the consideration transferred, measured at acquisition date fair value and the amount of any non-controlling interest in the acquiree.

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

3.1 Subsidiaries (cont'd)

3.1.1 Consolidation (cont'd)

While under the merger method of accounting, the results of subsidiaries are presented as if the merger had been affected throughout the current and previous years. The assets and liabilities combined are accounted for based on the carrying amounts from the perspective of the common control shareholder at the date of transfer. On consolidation, the cost of the merger is cancelled with the values of the shares received. Any resulting credit difference is classified as equity and regarded as a non-distributable reserve. Any resulting debit difference is adjusted against any suitable reserve. Any reserves which are attributable to share capital of the merged entities, to the extent that they have not been capitalised by a debit difference, are reclassified and presented as movement in other capital reserves. This is not applicable to AYS Capital Sdn. Bhd., AYS (FZ) Sdn. Bhd. and Steelaris Pte. Ltd. which are accounted for under the acquisition method.

3.2 Property, plant and equipment

Property, plant and equipment except for land and buildings are stated at cost less accumulated depreciation and impairment losses, if any. Land and buildings are measured at fair values less accumulated depreciation and impairment losses, if any recognised after the date of revaluation. Valuations are performed with sufficient regularity to ensure that the carrying amount does not differ materially from the fair values of the land and buildings at the reporting date.

At the date of revaluation, accumulated depreciation, if any, is eliminated against the gross carrying amount of the asset and the net amount is restated to the revalued amount of the asset. Any revaluation surpluses arising upon appraisal of land and buildings are recognised in other comprehensive income and credited to the 'revaluation reserve' in equity. To the extent that any revaluation decreases or impairment loss has previously been recognised in profit or loss, a revaluation increase is credited to profit or loss with the remaining part of the increase recognised in other comprehensive income. Downward revaluations of land and buildings are recognised upon appraisal or impairment testing, with the decrease being charged to other comprehensive income to the extent of any revaluation surplus recognised in equity relating to this asset and any remaining decrease recognised in profit or loss. Any revaluation surplus remaining in equity on disposal of the asset is transferred to retained earnings.

Depreciation is recognised on the straight-line method in order to write off the cost of each asset over its estimated useful life. Freehold land is not depreciated, other property, plant and equipment are depreciated based on the estimated useful lives of the assets as follows:-

Buildings	2%
Machinery and equipment	10%- 33.3%
Motor vehicles and others (including office equipment)	10% - 20%

Capital work-in-progress is not depreciated until they are completed and ready for their intended use.

3.3 Investment properties

Investment properties are measured at fair values and included in the statements of financial position at their open market values. Any gain or loss resulting from either a change in the fair value or the sale of an investment property is immediately recognised in profit or loss in the year in which they arise.

3.4 Inventories

Inventories are stated at the lower of cost and net realisable value using weighted average cost method.

Purchases of inventories from suppliers are initially recorded at cost, which includes the purchase price and directly attributable costs. Where foreign exchange forward contracts are entered into to hedge the payment obligations for inventory purchases, the contracted forward rate is used to determine the cost of inventories, provided that the forward contract directly relates to the specific inventory purchase and settlement occurs accordingly.

The Group does not apply hedge accounting under MFRS 9. As such, all derivatives are classified as financial instruments measured at fair value through profit or loss ("FVTPL"), with changes in fair value recognised immediately in profit or loss under "Foreign exchange gain/loss".

The incorporation of forward contract rates into inventory costing reflects the Group's strategy to stabilise purchase costs against market volatility and ensure consistent pricing, given the long lead time and stockholding nature of its trading activities.

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

3.5 Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

3.5.1 Financial assets

The Group and the Company carry financial assets at amortised cost, financial assets at fair value through profit or loss and financial assets at fair value through other comprehensive income on their statements of financial position as at the reporting date.

<u>Financial assets at amortised cost</u>

The Group's and the Company's financial assets at amortised cost include trade and other receivables excluding goods and services tax receivable and prepayments, amount due from subsidiaries and cash and cash equivalents.

<u>Financial assets at fair value through profit or loss</u>

The Group's financial assets at fair value through profit or loss include derivatives financial instruments that are measured in accordance with the accounting policy set out in Note 3.5.3 to the Financial Statements.

<u>Financial assets at fair value through other comprehensive income</u>

At initial recognition, the Group irrevocably elects to present subsequent changes in the fair value of the other equity investment in other comprehensive income. This election is made on an investment-by-investment basis.

3.5.2 Financial liabilities

The Group and the Company carry only financial liabilities at amortised cost on their statements of financial position as at the reporting date.

<u>Financial liabilities at amortised cost</u>

The Group's and the Company's financial liabilities include trade and other payables, bank borrowings and lease liabilities.

3.5.3 Derivative financial instruments

The Group enters into derivative financial instruments such as forward foreign currency contracts to manage its exposure to foreign currency risks.

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and subsequently re-measured at their fair values at the end of each reporting year. The resulting gain or loss is recognised in profit or loss immediately.

A derivative with a positive fair value is recognised as a financial asset whereas a derivative with a negative fair value is recognised as a financial liability.

3.5.4 Financial guarantee contracts

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payment when due in accordance with the original or modified terms of a debt instrument.

Financial guarantees issued are initially measured at fair value. Subsequently, they are measured at the higher of:

- The amount determined in accordance with the expected credit losses model under MFRS 9 Financial Instruments; and
- The amount initially recognised less when appropriate, the cumulative amount of income recognised in accordance to the principles of MFRS 15 Revenue from Contracts with Customers.

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

3.5 Financial instruments (cont'd)

3.5.4 Financial guarantee contracts (cont'd)

As at the reporting date, no values were placed on corporate guarantees provided by the Group and the Company as the Directors of the Company regard the value of the credit enhancement provided by the corporate guarantees as minimal.

3.6 Leases

Group as lessee

The Group as a lessee applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognises lease liabilities to make lease payments and right of use assets representing the right to use the underlying assets.

3.6.1 Right-of-use assets

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:-

Right-of-use land	25 years
Hostels	1 to 2 years
Office buildings	3 years
Warehouses	3 to 25 years
Motor vehicles	5 years

3.6.2 Short-term leases and leases of low-value assets

The Group applies the short-term leases recognition exemption to its short-term leases of machinery and equipment (i.e. those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the leases of low-value assets recognition exemption to leases of office equipment that are considered to be of low value.

Lease payments on short-term leases and leases of low-value assets are recognised as expenses on a straight-line basis over the lease term.

3.7 Revenue from contract with customers

The Group is primarily engaged in the trading and manufacturing of engineering steel products and building materials. Revenue of the Group is recognised at a point in time when it transfers the control of the products to the customers. Revenue from sales of goods are measured at the fair value of the consideration received or receivable, net of trade discounts. Revenue is recognised when the significant risks and rewards of ownership have been transferred to the buyers. Revenue is not recognised to the extent where there are significant uncertainties regarding recovery of the consideration due, associated cost or the possible return of goods.

The Group recognises contract revenue over the period by reference to the progress towards complete satisfaction of the performance obligations. The progress towards complete satisfaction is measured based on the customers' acknowledgement of the performance obligations transferred by the Group.

3.8 Tax expense

3.8.1 Deferred tax liabilities

Where investment properties are carried at their fair value, the amount of deferred tax recognised is measured using the tax rates that would apply on the sale of those assets at their carrying values at the reporting date unless the property is depreciable and is held with the objective to consume substantially all of the economic benefits embodied in the property over time, rather than through sale. In all other cases, the amount of deferred tax recognised is measured based on the expected manner of realisation or settlement of the carrying amount of the asset and liabilities, using tax rates enacted or substantively enacted at the reporting date.

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2026 (CONT'D)

4. PROPERTY, PLANT AND EQUIPMENT

	At valuation		At cost			
	Freehold land RM'000	Buildings RM'000	Machinery and equipment RM'000	Motor vehicles and others RM'000	Capital work-in-progress RM'000	Total RM'000
Group						
Cost or valuation						
At 1 April 2024	103,401	16,531	19,873	10,328	10,830	160,963
Additions	-	9,556	1,388	491	-	11,435
Disposals	-	-	(187)	(929)	-	(1,116)
Written off	-	-	-	(62)	-	(62)
Transferred from investment properties	-	13,300	-	-	-	13,300
Transferred to investment properties	(46,000)	-	-	-	-	(46,000)
Reclassification	-	9,209	-	-	(9,209)	-
Translation differences	-	-	(13)	(22)	-	(35)
At 31 March 2025	57,401	48,596	21,061	9,806	1,621	138,485
Additions	-	-	2,170	618	48	2,836
Disposals	-	-	-	(466)	-	(466)
Written off	-	-	(3)	-	-	(3)
Revaluations	10,300	824	-	-	-	11,124
Transferred (to)/from investment properties	(1,669)	10,000	-	-	-	8,331
Transferred from right-of-use assets	-	-	-	155	-	155
Reclassification	1,669	-	-	-	(1,669)	-
Translation differences	-	-	(13)	(19)	-	(32)
At 31 March 2026	67,701	59,420	23,215	10,094	-	160,430
Accumulated depreciation						
At 1 April 2024	-	1,363	14,232	8,900	-	24,495
Charge for the financial year	-	914	1,500	420	-	2,834
Disposals	-	-	(187)	(929)	-	(1,116)
Written off	-	-	-	(62)	-	(62)
Translation differences	-	-	(10)	(21)	-	(31)
At 31 March 2025	-	2,277	15,535	8,308	-	26,120
Charge for the financial year	-	1,936	1,659	516	-	4,111
Disposals	-	-	-	(463)	-	(463)
Written off	-	-	(1)	-	-	(1)
Transferred from right-of-use assets	-	-	-	155	-	155
Translation differences	-	-	(10)	(20)	-	(30)
At 31 March 2026	-	4,213	17,183	8,496	-	29,892
Net carrying amount						
At 31 March 2026	67,701	55,207	6,032	1,598	-	130,538
At 31 March 2025	57,401	46,319	5,526	1,498	1,621	112,365

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

	Office equipment RM'000
Company	
Cost	
At 1 April 2024/At 31 March 2025	4
Additions	5
At 31 March 2026	9
Accumulated depreciation	
At 1 April 2024	1
Charge for the financial year	1
At 31 March 2025	2
Charge for the financial year	1
At 31 March 2026	3
Net carrying amount	
At 31 March 2026	6
At 31 March 2025	2

Included in depreciation of property, plant and equipment amounting to RM1,251,000 and RM2,860,000 (2025: RM1,203,000 and RM1,631,000) were recognised in cost of sales and other expenses respectively.

Revaluation of land and buildings

Land and buildings were revalued in the financial year 2026 by Savills (Malaysia) Sdn. Bhd., an independent professional valuer.

Comparison method was adopted in arriving at the market value of the land and buildings. Comparison method entails sales price of comparable properties in close proximity are adjusted for differences in key attributes such as location, accessibility, market conditions and property size. The most significant input into this valuation approach is price per square foot of comparable properties. In estimating the fair values of the properties, the highest and best use of the properties is their current use. There have been no changes to the valuation technique during the year.

The fair values of land and buildings are categorised as Level 2 (2025: Level 2) of the fair values hierarchy determined using the comparison method. There was no transfer (2025: no transfer) between the fair values hierarchy during the financial year.

Had the land and buildings of the Group been stated at historical cost less accumulated depreciation, the net carrying amount would have been RM42,548,000 (2025: RM42,931,000).

5. RIGHT-OF-USE ASSETS

	Right-of-use land RM'000	Premises RM'000	Motor vehicles RM'000	Total RM'000
Group				
Cost				
At 1 April 2024	11,857	27,444	2,752	42,053
Additions	-	2,866	451	3,317
Reversal due to lease term ended	-	(10,671)	-	(10,671)
Translation differences	-	(1,131)	-	(1,131)
At 31 March 2025	11,857	18,508	3,203	33,568
Additions	-	4,279	1,668	5,947
Reversal due to lease termination	-	(15,149)	-	(15,149)
Reversal due to lease term ended	-	(58)	-	(58)
Adjustment due to lease modification	1,799	-	-	1,799
Transferred to property, plant and equipment	-	-	(155)	(155)
Translation differences	-	(776)	-	(776)
At 31 March 2026	13,656	6,804	4,716	25,176
Accumulated depreciation				
At 1 April 2024	-	15,548	1,438	16,986
Charge for the financial year	276	4,787	453	5,516
Reversal due to lease term ended	-	(10,671)	-	(10,671)
Translation differences	-	(594)	-	(594)
At 31 March 2025	276	9,070	1,891	11,237
Charge for the financial year	1,274	4,121	605	6,000
Reversal due to lease termination	-	(9,636)	-	(9,636)
Reversal due to lease term ended	-	(58)	-	(58)
Transferred to property, plant and equipment	-	-	(155)	(155)
Translation differences	-	(402)	-	(402)
At 31 March 2026	1,550	3,095	2,341	6,986
Net carrying amount				
At 31 March 2026	12,106	3,709	2,375	18,190
At 31 March 2025	11,581	9,438	1,312	22,331

Leases of premises consist of leases of hostels, office buildings and warehouses.

All the motor vehicles included in right-of-use assets of the Group are under finance lease arrangement.

Included in depreciation of right-of-use assets amounting to RM3,467,000 and RM2,533,000 (2025: RM3,757,000 and RM1,759,000) were recognised in cost of sales and other expenses respectively.

6. INVESTMENT PROPERTIES

	Land and buildings RM'000
Group	
At fair value	
At 1 April 2024	46,756
Fair value gain	5,259
Transferred from property, plant and equipment	46,000
Transferred to property, plant and equipment	(13,300)
Transferred to non-current asset held for sale	(8,400)
At 31 March 2025	76,315
Fair value gain	3,365
Additions	1,111
Transferred to property, plant and equipment	(8,331)
At 31 March 2026	72,460

	Group	
	2026 RM'000	2025 RM'000
Rental income	(201)	(929)
Direct operating expenses:		
- Income generating investment properties	29	96
- Non-income generating investment properties	159	181

(a) Fair value basis of investment properties

The Group applies fair value model in measuring its land and buildings. Land and buildings of the Group were revalued in financial year 2026 by Savills (Malaysia) Sdn. Bhd., an independent professional valuer.

Comparison method was adopted in arriving at the market value of the land and buildings. Comparison method entails sales price of comparable properties in close proximity are adjusted for differences in key attributes such as location and accessibility, property size. The most significant input into this valuation approach is price per square foot of comparable properties. In estimating the fair value of the properties, the highest and best use of the properties is their current use. There have been no changes to the valuation technique during the year.

The fair value of land and buildings are categorised as Level 2 (2025: Level 2) of the fair values hierarchy determined using the comparison method. There was no transfer (2025: no transfer) between the fair value hierarchy during the financial year.

(b) A piece of land amounting to RM61,000,000 (2025: RM51,000,000) has been charged to a licensed bank to secure the banking facilities granted to a subsidiary of the Company.

(c) The title deeds of certain buildings of the Group with fair value of RM4,855,000 (2025: RM3,595,000) are yet to be issued by the relevant authorities.

7. INVESTMENT IN SUBSIDIARIES

	Company 2026 RM'000	Company 2025 RM'000
Unquoted shares at cost	193,250	160,250

Details of the subsidiaries are as follows:-

	Place of incorporation and business	Effective interest 2026 %	Effective interest 2025 %	Principal activities
Subsidiaries				
Ann Yak Siong Hardware Sdn. Bhd.	Malaysia	100	100	Trading and marketing of steel products
AYS (FZ) Sdn. Bhd.	Malaysia	100	100	Warehousing and storage services and investment holding
AYS Capital Sdn. Bhd.	Malaysia	100	100	Investment holding
Indirect subsidiaries				
Held through Ann Yak Siong Hardware Sdn. Bhd.				
AYS Marketing Sdn. Bhd.	Malaysia	100	100	Trading in all types of construction materials and steel products
AYS Metal Products & Engineering Sdn. Bhd.	Malaysia	99	99	Manufacturing, trading of panels and components for sectional tanks and investment holding
CH Yodoform Sdn. Bhd.	Malaysia	100	100	Manufacturing and trading of steel purlin and other steel products and investment holding
Held through AYS Metal Products & Engineering Sdn. Bhd.				
AYS Metal Trading Sdn. Bhd.	Malaysia	99	99	Under member's voluntary winding-up
Held through CH Yodoform Sdn. Bhd.				
CHY Building Solutions Sdn. Bhd.	Malaysia	66	66	Manufacturing of steel truss deck systems
Held through AYS Capital Sdn. Bhd.				
Ann Yak Siong (Singapore) Pte. Ltd.+	Singapore	100	100	Investment holding
Held through Ann Yak Siong (Singapore) Pte. Ltd.				
Steelaris Pte. Ltd.+	Singapore	66	51	Trading of steel products
Held through Steelaris Pte. Ltd.				
SPL Services Sdn. Bhd.	Malaysia	66	51	Providing accounting, administrative and management services

+ Audited by firm other than Grant Thornton Malaysia PLT

7. INVESTMENT IN SUBSIDIARIES (CONT'D)

Details of the subsidiaries are as follows (cont'd):-

On 29 September 2025, Ann Yak Siong (Singapore) Pte. Ltd. subscribed for additional 1,050,000 ordinary shares representing 15% of the issued and paid up capital of Steelaris Pte. Ltd., for a total cash consideration of SGD1,418,359 (approximately RM4,632,928). Correspondingly the Group's effective equity interest in Steelaris Pte. Ltd. increased from 51% to 66%.

On 2 January 2026, the Company subscribed for additional 33,000,000 ordinary shares in AYS Capital Sdn. Bhd. for a total consideration of RM33,000,000. On the same date, the Company through its wholly-owned subsidiary, AYS Capital Sdn. Bhd. subscribed for additional 10,000,000 ordinary shares in Ann Yak Siong (Singapore) Pte. Ltd. for a total consideration of SGD10,000,000 (approximately RM31,570,000).

(a) Non-controlling interests ("NCI") in subsidiaries

	Steelaris Pte. Ltd. RM'000	Other subsidiaries with immaterial NCI RM'000	Total RM'000
2026			
Effective interest equity of NCI (%)	34%	-	
Carrying amount of NCI	5,491	1,235	6,726
Total comprehensive (loss)/income allocated to NCI	(5,627)	380	(5,247)
2025			
Effective interest equity of NCI (%)	49%	-	
Carrying amount of NCI	13,347	1,055	14,402
Total comprehensive loss allocated to NCI	(9,304)	(167)	(9,471)

The summary of financial information before intra-group elimination for the Group's subsidiary that has material NCI is as below:-

	Steelaris Pte. Ltd. 2026 RM'000	Steelaris Pte. Ltd. 2025 RM'000
Financial position as at 31 March		
Non-current assets	3,111	9,499
Current assets	240,811	293,958
Non-current liabilities	(999)	(5,755)
Current liabilities	(226,773)	(270,389)
Net assets	16,150	27,313
Summary of financial performance for the financial year ended 31 March		
Revenue	358,701	461,637
Net loss for the financial year	(10,286)	(16,778)
Total comprehensive loss for the financial year	(11,163)	(18,987)
Summary of cash flows for the financial year ended 31 March		
Net cash (outflows)/inflows from operating activities	(404)	20,135
Net cash outflows from investing activities	(170)	-
Net cash outflows from financing activities	(7,801)	(8,750)

8. INVESTMENT IN AN ASSOCIATE

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
At cost				
Unquoted shares in Malaysia	450	450	450	450
Impairment loss	-	-	(450)	(450)
Share of results of associate	(292)	(346)	-	-
	158	104	-	-

Details of the associate which is incorporated in Malaysia are as follows:-

Name of company	Place of business	Effective interest 2026 %	Effective interest 2025 %	Principal activity
AOK Engineering Services Sdn. Bhd.	Malaysia	45	45	Engineering design and drawings

The associate is audited by Grant Thornton Malaysia PLT.

The financial information of the Group's associate is not presented due to it is not material to the Group.

9. OTHER EQUITY INVESTMENT

	Group	
	2026 RM'000	2025 RM'000
Equity instrument designated at fair value through other comprehensive income		
At beginning of financial year	-	-
Additions during the year	32,155	-
Translation differences	(654)	-
At end of financial year	31,501	-

The other equity investment designated at fair value through other comprehensive income consists of investment in unquoted shares of a non-listed company in overseas. This investment is irrevocably designated at fair value through other comprehensive income as the Group considers the investment to be strategic in nature. The fair value hierarchy of the Group's other equity investment is at Level 3.

10. GOODWILL ON CONSOLIDATION

	Group	
	2026 RM'000	2025 RM'000
Cost		
At beginning/end of financial year	6,039	6,039

10. GOODWILL ON CONSOLIDATION (CONT'D)

The goodwill was arising from the acquisition of Steelaris Pte. Ltd. by comparing the purchase consideration with the net assets acquired. The Group has assessed the recoverable amounts of goodwill allocated and determined that no impairment is required. The recoverable amount of the cash generating unit is determined using the value-in-use approach and this is derived from the present value of future cash flows from the operating segment computed based on projections of financial budgets approved by management covering a period of 5 years. The key assumptions used in determination of the recoverable amount are as follows:-

	Growth Rate		**Discount Rate**	
	2026	**2025**	**2026**	**2025**
Steelaris Pte. Ltd.	2%	2%	9%	8%

(i) Budgeted growth rate — The budgeted growth rate is determined based on the industry trends and past performance of the segment

(ii) Discount rate — The discount rate used is pre-tax and reflects specific risks relating to the relevant segment

With regards to the assessment of goodwill, the management believes that no reasonably possible changes in any of the key assumptions would cause the carrying values of these units to differ materially from its recoverable amount except for the changes in prevailing operating environment which is not ascertainable.

11. INVENTORIES

	Group	
	2026 RM'000	**2025 RM'000**
At carrying amount:-		
Raw materials	10,287	10,426
Work-in-progress	3,115	2,483
Finished goods	454,948	459,714
Goods in transit	29,178	35,118
	497,528	507,741
Recognised in profit or loss:-		
Inventories recognised as cost of sales	865,197	1,083,195
Allowance for slow moving and obsolete inventories	-	2,185
Reversal of allowance for slow moving and obsolete inventories	(413)	(599)

The reversal of allowance for slow moving and obsolete inventories was made when the related inventories were sold.

12. TRADE RECEIVABLES

	Group 2026 RM'000	Group 2025 RM'000
Trade receivables	296,384	363,007
Less: allowance for expected credit loss		
At beginning of financial year	(13,074)	(9,978)
Recognised	(4,429)	(4,267)
Reversed	4,122	835
Written off	-	177
Translation differences	144	159
At end of financial year	(13,237)	(13,074)
	283,147	349,933

Trade receivables are generally on 0 to 150 (2025: 0 to 150) days term.

13. OTHER RECEIVABLES

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Non-trade receivables	2,088	2,854	-	-
Goods and services tax receivable	2,478	871	-	-
Deposits	2,005	3,063	5	5
Prepayments	3,629	4,547	52	31
Contract assets	1,608	-	-	-
	11,808	11,335	57	36

	Group 2026 RM'000	Group 2025 RM'000
Goods and services tax receivable	2,491	884
Less: allowance for expected credit loss		
At beginning of financial year	(13)	-
Recognised	-	(13)
At end of financial year	(13)	(13)
	2,478	871

The goods and services tax receivable is recoverable from the taxation authority which the tax is a consumption tax based on value-added concept at the applicable tax rate prevailing in the respective jurisdiction.

Included in deposits is a rental deposit paid to a company in which certain Directors have interests amounting to RM209,007 (2025: RM209,007).

14. AMOUNT DUE FROM SUBSIDIARIES

Amount due from subsidiaries is non-trade in nature, unsecured, receivable on demand and bears interest rate of 2.48% (2025: 2.73%) per annum.

15. DERIVATIVE FINANCIAL INSTRUMENTS

	Group	
	2026	**2025**
	RM'000	**RM'000**
Forward currency contracts		
Contract/notional amount	165,497	205,308
Assets at carrying amount/fair value	3,367	391

The Group uses forward currency contracts to manage some of the transactions exposure. These contracts are not designated as cash flow or fair value hedges and are entered into for periods consistent with currency transaction exposure and fair value changes exposure. Such derivatives do not qualify for hedge accounting.

The derivative financial instruments are measured according to the level 2 (2025: Level 2) in the fair value hierarchy as disclosed in Note 2.2 to the Financial Statements. There was no transfer (2025: no transfer) between the fair values hierarchy during the financial year.

16. SHORT-TERM DEPOSITS WITH LICENSED BANKS

The interest rates of short-term deposits with licensed banks range from 1.50% to 2.90% (2025: 1.80% to 2.90%) per annum with maturity dates of 1 to 12 days (2025: 1 to 26 days).

17. NON-CURRENT ASSET HELD FOR SALE

In prior year, the Group entered into a Sale and Purchase Agreement with Hans High-Tech Singapore Pte. Ltd. for the disposal of its non-current asset at a net sale consideration of RM12,486,315. The transaction was completed during the financial year.

18. SHARE CAPITAL

	Ordinary shares		Amount	
	2026	**2025**	**2026**	**2025**
	Unit'000	**Unit'000**	**RM'000**	**RM'000**
Group and Company				
Issued and fully paid with no par value:-				
At beginning/end of financial year	418,459	418,459	218,553	218,553

19. MERGER DEFICIT

The merger deficit arose from the acquisition of Ann Yak Siong Hardware Sdn. Bhd. by share exchange in the financial year ended 2013 as follows:-

	Group
	RM'000
Shares issued by the Company	160,000
Less: share capital of subsidiaries acquired	(6,810)
	153,190

As the Company acquired its subsidiary by means of shares exchange, resulting in a business combination involving entities under common control and where no acquirer is identified, the merger method of consolidation had been used. Therefore, the difference between the purchase consideration and the carrying value of the share capital acquired is adjusted to equity.

20. CAPITAL RESERVE, REVALUATION RESERVE AND FOREIGN EXCHANGE RESERVE

Capital reserve relates to the bonus share issued by subsidiaries.

Revaluation reserve relates to the revaluation gain on the land and buildings of the Group.

Foreign exchange reserve comprises all foreign currency differences arising from the translation of the financial statements of the Group's foreign entities.

21. DEFERRED TAX LIABILITIES

	Group	
	2026 RM'000	**2025 RM'000**
At beginning of financial year	7,424	7,424
Recognised in profit or loss - current year	566	-
Recognised in profit or loss - overprovision in prior years	(3,924)	-
Transferred from revaluation reserve recognised in other comprehensive income	1,015	-
At end of financial year	5,081	7,424

The balances in the deferred tax liabilities are made up of tax effects on temporary differences arising from:-

	Group	
	2026 RM'000	**2025 RM'000**
Carrying amount of qualifying property, plant and equipment in excess of their tax base	952	4,819
Revaluation of investment properties	2,288	1,068
Revaluation of land and buildings	5,547	4,532
Expected credit loss on trade receivables	(1,878)	(2,085)
Provision for slow moving inventories	(144)	(252)
Provision for gratuity fund	(311)	(171)
Unabsorbed business losses	(975)	(305)
Unutilised capital allowances	(398)	(182)
	5,081	7,424

The Group's unabsorbed business losses and unutilised capital allowances amounting to RM4,063,000 and RM1,660,000 (2025: RM1,272,000 and RM757,000) respectively can be carried forward to offset against future taxable profits.

The unabsorbed business losses are available for carry forward for a period of 10 (2025: 10) consecutive years. Upon expiry of the 10 years, the unabsorbed business losses will be disregarded.

The expiry terms of the unabsorbed business losses are as follow:-

	Group	
	2026 RM'000	**2025 RM'000**
Year of assessment 2030	1,272	1,272
Year of assessment 2036	2,791	-
	4,063	1,272

22. BANK BORROWINGS

	Group 2026 RM'000	Group 2025 RM'000
Non-current		
Term loans	17,845	20,425
Current		
Bank overdraft	-	867
Bankers' acceptance/trust receipts	338,260	360,440
Onshore foreign currency loans	12,319	12,755
Term loans	2,580	6,873
Revolving credit	7,500	9,310
	360,659	390,245
	378,504	410,670

Bank borrowings of the Group are secured by corporate guarantee from the Company.

A term loan facility is secured by a land as disclosed in Note 6 to the Financial Statements. The term loan amounted to RM20,425,000 (2025: RM23,005,000) is repayable over 95 (2025: 107) monthly instalments of RM215,000 each month. The remaining balance of RM4,293,000 in prior year was repayable by 12 equal monthly instalments.

The bank borrowings of the Group bear interest at rates ranging from 2.90% to 6.47% (2025: 2.50% to 7.53%) per annum.

23. LEASE LIABILITIES

Set out below are the carrying amounts of lease liabilities and the movements during the year:-

	Group 2026 RM'000	Group 2025 RM'000
At beginning of financial year	23,209	26,078
Additions	5,665	3,273
Accretion of interest	1,024	1,105
Reversal due to lease termination	(5,992)	-
Adjustment due to lease modification	1,799	-
Payments made*	(5,756)	(6,674)
Translation differences	(405)	(573)
At end of financial year	19,544	23,209
Current	4,108	5,005
Non-current	15,436	18,204
	19,544	23,209

The Group leases land, hostels, office buildings and warehouses under operating leases and motor vehicles under finance leases. The remaining lease term for the lease liabilities run for a period of 1 to 19 years (2025: 1 to 20 years).

These lease liabilities bear interest rates ranging from 2.03% to 5.00% (2025: 2.35% to 5.00%) per annum. Interest rates are fixed at the inception of the lease liabilities arrangements.

23. LEASE LIABILITIES (CONT'D)

The maturity analysis of lease liabilities is disclosed in Note 36 to the Financial Statements.

The following are the amounts recognised in profit or loss in relation to leases as a lessee:-

	Group	
	2026 RM'000	2025 RM'000
Depreciation of right-of-use assets	6,000	5,516
Interest expense on lease liabilities		
- recognised as cost of sales	889	1,008
- recognised as finance cost	135	97
Gain on lease termination	(479)	-
Expense relating to low value assets*	155	155
Expense relating to short term leases*	870	735
	7,570	7,511

* Total cash outflows for leases as a lessee of the Group amounted to RM6,781,000 (2025: RM7,564,000).

24. TRADE PAYABLES

The normal credit terms granted by the trade payables range from 0 to 150 (2025: 0 to 150) days term.

25. OTHER PAYABLES

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Non-trade payables	11,022	8,235	1	3
Accruals	8,340	7,819	192	192
Deposits	591	916	-	-
	19,953	16,970	193	195

26. REVENUE

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Types of revenue				
Sales of goods	1,072,938	1,319,828	-	-
Contract sales	3,126	1,611	-	-
Dividend income	-	-	4,500	2,043
	1,076,064	1,321,439	4,500	2,043
Timing of revenue recognition				
Goods transferred at a point in time	1,072,938	1,319,828	-	-
Contract sales satisfied overtime	3,126	1,611	-	-
	1,076,064	1,321,439	-	-

26. REVENUE (CONT'D)

Geographical information
The geographical market of the revenue generated by the Group is disclosed in the Note 37(b) to the Financial Statements.

Performance obligations
The performance obligation of sales of goods is satisfied upon delivery of the goods, while the performance obligation of contract sales is satisfied progressively upon customers' acknowledgement on the sales satisfied.

There were no obligations for rebates, returns, warranty and other similar or related obligations.

There are remaining performance obligations unsatisfied in relation to the contract sales as at the reporting date and expected to be completed within one year. The Group applies the practical expedient exemption in paragraph 121(a) of MFRS 15 on the exemption for disclosure of information on remaining performance obligations that has original expected duration of one year or less.

Contract balance
The contract balance in relation to the revenue from contract with customers and the related payment terms are disclosed in Note 12 and 13 to the Financial Statements.

There were no contract liabilities at the reporting date and previous year presented and no revenue recognised from performance obligations satisfied in previous year.

27. OTHER INCOME AND OTHER EXPENSES

	Group		Company	
	2026 RM'000	**2025 RM'000**	**2026 RM'000**	**2025 RM'000**
Other income				
Bad debts recovered	100	19	-	-
Fair value gain on investment properties	3,365	5,259	-	-
Grants received	-	88	-	-
Rental income	201	929	-	-
Reversal of allowance for slow moving and obsolete inventories	413	599	-	-
Gain on lease termination	479	-	-	-
Gain on disposal of non-current asset held for sale	4,086	-	-	-
Other income	1,707	941	-	-
	10,351	7,835	-	-
Other expenses				
Depreciation of property, plant and equipment	2,860	1,631	1	1
Depreciation of right-of-use assets	2,533	1,759	-	-
Maintenance of property, plant and equipment	2,143	3,658	2	-
Warehousing service	905	1,008	-	-
Store expenses	616	615	-	-
Quit rent and assessment	491	525	-	-
Rental of office equipment	155	155	-	-
Property, plant and equipment written off	2	-	-	-
Bad debts written off	-	457	-	-
Other expenses	3,082	1,665	91	28
	12,787	11,473	94	29

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2026 (CONT'D)

28. FINANCE INCOME AND FINANCE COSTS

	Group		Company	
	2026 RM'000	**2025 RM'000**	**2026 RM'000**	**2025 RM'000**
Finance income				
Cash and cash equivalents	208	69	-	-
Overdue accounts	2,076	311	-	-
Subsidiaries	-	-	1,285	1,681
	2,284	380	1,285	1,681
Finance costs				
Term loans	1,007	1,308	-	-
Bank overdrafts	29	193	-	-
Bankers' acceptance/trust receipts	12,405	19,433	-	-
Onshore foreign currency loans	2,863	2,892	-	-
Lease liabilities	135	97	-	-
Others	297	36	-	-
	16,736	23,959	-	-

29. (LOSS)/PROFIT BEFORE TAX

(Loss)/profit before tax has been determined after charging amongst others, the following items:-

	Group		Company	
	2026 RM'000	**2025 RM'000**	**2026 RM'000**	**2025 RM'000**
Auditors' remuneration:-				
Grant Thornton Malaysia PLT:				
- Statutory audit	165	157	33	28
- Other	6	6	6	6
Grant Thornton member firm - other	3	3	-	-
Others auditors	118	113	-	-
Leases of low-value assets for office equipment	155	155	-	-
Short-term leases of office premises:				
- recognised in cost of sales	836	703	-	-
- recognised in administration expenses	34	32	-	-
Realised loss on foreign exchange	2,000	5,325	-	-

30. TAX (INCOME)/EXPENSES

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Taxation:				
- current year	1,642	2,136	280	340
- overprovision in prior years	(30)	(738)	636	(44)
	1,612	1,398	916	296
Deferred tax:				
- current year	566	-	-	-
- overprovision in prior years	(3,924)	-	-	-
	(3,358)	-	-	-
	(1,746)	1,398	916	296

Malaysian income tax is calculated at the statutory tax rate of 24% (2025: 24%) of the estimated assessable profits for the financial year.

Taxation for other jurisdiction is calculated at the rates prevailing in the respective jurisdiction.

The numerical reconciliation of tax (income)/expenses at the statutory income tax rate to tax (income)/expenses at the effective income tax rate is as follows:-

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
(Loss)/profit before tax	(257)	(11,492)	4,887	2,681
Tax at 24% (2025: 24%)	(62)	(2,758)	1,173	643
Effect of tax rate in foreign jurisdictions	90	1,232	-	-
Non-allowable expenses	2,719	1,790	187	187
Income not subject to tax	(333)	(232)	(1,080)	(490)
Movement of deferred tax assets not recognised	1,380	2,104	-	-
Differential tax rate with real property gain tax	(1,586)	-	-	-
Overprovision of taxation in prior years	(30)	(738)	636	(44)
Overprovision of deferred tax in prior years	(3,924)	-	-	-
Total tax (income)/expenses	(1,746)	1,398	916	296

Deferred tax assets have not been recognised in respect of the following temporary differences due to uncertainty of the utilisation against the future taxable profits of the Group:-

	2026 RM'000	2025 RM'000
Group		
Right-of-use assets and lease liabilities	13,358	11,994
Unabsorbed business losses	16,414	11,564
Unutilised reinvestment allowances	2,139	2,139
Unabsorbed capital allowances	68	537
Others	914	910
	32,893	27,144

30. TAX (INCOME)/EXPENSES (CONT'D)

The expiry terms of the unabsorbed business losses are as follows:-

	2026 RM'000	2025 RM'000
Group		
Year of assessment 2028	225	225
Year of assessment 2030	1,218	1,218
Year of assessment 2032	403	403
Year of assessment 2033	5	5
Year of assessment 2035	143	378
Year of assessment 2036	267	-
No expiry term*	14,153	9,335
	16,414	11,564

* Being unabsorbed business losses arising from foreign subsidiary whereby there is no expiry term in foreign jurisdiction.

31. EARNINGS/(LOSS) PER SHARE

Basic earnings/(loss) per share

Basic earnings/(loss) per share for the year attributable to owners of the Company is calculated based on Group's net profit of RM6,239,000 (2025: net loss of RM4,502,000) over the weighted average number of shares during the financial year of 418,458,656 (2025: 418,458,656).

Diluted earnings per share

Diluted earnings per share equal to basic earnings per share as there are no potential dilutive ordinary shares as at the reporting date.

32. EMPLOYEES BENEFITS EXPENSES

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Salaries, fees and other emoluments	35,937	34,928	416	416
Defined contribution plans	3,811	3,803	-	-
Social security contributions	250	230	-	-
Other benefits	12,787	6,552	-	-
	52,785	45,513	416	416

The remunerations of Directors and other key management personnel of the Group and of the Company during the financial year are as follows:-

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Directors:-				
Directors' fee	378	378	378	378
Salaries and other emoluments	4,877	3,835	38	38
Defined contribution plans	341	293	-	-
Social security contributions	4	3	-	-
Other benefits	105	89	-	-
	5,705	4,598	416	416

32. EMPLOYEES BENEFITS EXPENSES (CONT'D)

The remunerations of Directors and other key management personnel of the Group and of the Company during the financial year are as follows (cont'd):-

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Other key management personnel:-				
Salaries and other emoluments	8,390	8,277	-	-
Defined contribution plans	981	921	-	-
Social security contributions	24	21	-	-
Other benefits	285	275	-	-
	9,680	9,494	-	-
	15,385	14,092	416	416

* The Directors' other benefits are benefits-in-kind (based on estimated monetary value) for the Group of RM105,483 (2025: RM89,454).

33. COMMITMENTS

	Group	
	2026 RM'000	2025 RM'000
Capital commitments		
Property, plant and equipment:		
- Authorised but not contracted for	3,280	4,399
- Authorised and contracted for	-	124

Maturity analysis of lease payments

As lessor

The Group leases out its properties under operating leases agreements. These leases typically run for a period ranging from 1 to 2 years, with the option to renew. Subsequent renewals are negotiated with an average renewal period of 2 years. None of the leases include contingent rentals.

The future undiscounted lease payments receivable after the reporting date are as follows:-

	Group	
	2026 RM'000	2025 RM'000
Within one year	55	394
In the second year	-	18
	55	412

As lessee

The future undiscounted lease payments after the reporting date are as follows:-

	Group	
	2026 RM'000	2025 RM'000
Within one year	557	557

34. DIVIDENDS

	Group and Company RM'000
2025	
In respect of the financial year ended 31 March 2024:-	
Final single-tier dividend of 1.5 sen per ordinary share	6,277

On 25 May 2026, the Directors recommend a final single tier dividend of 1.0 sen per ordinary share in respect of the financial year ended 31 March 2026 amounting to RM4,184,587 based on 418,458,656 ordinary shares for the shareholders' approval at the forthcoming Annual General Meeting.

The financial statements for the current financial year do not reflect this proposed dividend. Such dividend will be accounted for in the statements of changes in equity as an appropriation of retained earnings in the financial year ending 31 March 2027.

35. RELATED PARTY DISCLOSURES

(a) The related party transactions during the financial year are as follows:-

	Group		Company	
	2026 RM'000	**2025 RM'000**	**2026 RM'000**	**2025 RM'000**
Transactions with related parties:-				
Purchases of goods from	(6,372)	(6)	-	-
Sales of goods to	849	191	-	-
Rental charged by	(836)	(703)	-	-
Sales commission charged by	(229)	-	-	-
Transactions with subsidiaries:-				
Dividend received from	-	-	4,500	2,043
Interest charged to	-	-	1,285	1,681
Accounting fee charged by	-	-	(74)	(72)

Related parties refer to companies controlled by certain Directors of the Group. The related party transactions had been entered on a negotiated basis between the companies.

(b) Compensation of key management personnel

Key management personnel include all Directors and certain key personnel of the Group and of the Company.

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.

The remunerations of the Directors and other key management personnel are disclosed in Note 32 to the Financial Statements.

(c) The outstanding balances arising from related party transactions as at the reporting date are disclosed in Note 14 to the Financial Statements.

36. FINANCIAL INSTRUMENTS

36.1 Categories of financial instruments

The table below provides an analysis of financial instruments categorised as follows:-

Financial assets and financial liabilities are measured at amortised cost ("AC"), fair value through profit or loss ("FVTPL") and fair value through other comprehensive income ("FVOCI").

	Carrying amount RM'000	AC RM'000	FVTPL RM'000	FVOCI RM'000
Group				
2026				
Financial assets				
Trade and other receivables	288,848	288,848	-	-
Derivative financial instruments	3,367	-	3,367	-
Short-term deposits with licensed banks	11,000	11,000	-	-
Cash and bank balances	26,019	26,019	-	-
Other equity investment	31,501	-	-	31,501
	360,735	325,867	3,367	31,501
Financial liabilities				
Trade and other payables	228,704	228,704	-	-
Bank borrowings	378,504	378,504	-	-
	607,208	607,208	-	-
2025				
Financial assets				
Trade and other receivables	355,850	355,850	-	-
Derivative financial instruments	391	-	391	-
Short-term deposits with licensed banks	1,200	1,200	-	-
Cash and bank balances	55,792	55,792	-	-
	413,233	412,842	391	-
Financial liabilities				
Trade and other payables	256,743	256,743	-	-
Bank borrowings	410,670	410,670	-	-
	667,413	667,413	-	-

Company

At the reporting date, the Company carries only financial assets and financial liabilities measured at amortised cost on its statement of financial position.

36. FINANCIAL INSTRUMENTS (CONT'D)

36.2 Financial risk management objectives and policies

The Group and the Company are exposed to financial risks arising from their operations and the use of financial instruments. Financial risk management policies are established to ensure that adequate resources are available for the development of the Group's and of the Company's businesses whilst managing their credit risk, liquidity risk, foreign currency risk and interest rate risk. The Group and the Company operate within clearly defined policies and procedures that are approved by the Board of Directors to ensure the effectiveness of the risk management process.

The main areas of financial risks faced by the Group and the Company and the policies in respect of the major areas of treasury activity are set out as follows:-

(a) Credit risk

Credit risk is the risk of a financial loss to the Group if a customer or counter party to a financial instrument fails to meet its contractual obligations. It is the Group's and the Company's policy to enter into financial instrument with a diversity of creditworthy counterparties. The Group and the Company do not expect to incur material credit losses of their financial assets or other financial instruments.

Concentration of credit risk exists when changes in economic, industry and geographical factors similarly affect the group of counterparties whose aggregate credit exposure is significant in relation to the Group's and the Company's total credit exposure.

It is the Group's and the Company's policies that all customers who wish to trade on credit terms are subject to credit verification procedures. The Group and the Company do not offer credit terms without the approval of the head of credit control.

Following are the areas where the Group and the Company are exposed to credit risk:-

(i) *Trade receivables*

The Group's exposure to credit risk is influenced mainly by the individual characteristics of each customer. However, management also considers the factors that may influence the credit risk of its customer base, including the default risk associated with the industry and country in which customers operate.

The risk management committee has established a credit policy under which each new customer is analysed individually for creditworthiness before the Group's standard payment and delivery terms and conditions are offered. The Group's review includes external rating, if they are available, financial statements, credit agency information, industry information and in some cases bank references. Sale limits are established for each customer and reviewed quarterly. Any sales exceeding those limits require approval from the risk management committee.

An impairment analysis is performed at each reporting date using a provision matrix to measure expected credit losses. The provision rates are based on days past due for groupings of various customer segments with similar loss patterns (i.e. by payment record and customer relationship). The calculation reflects the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions.

36. FINANCIAL INSTRUMENTS (CONT'D)

36.2 Financial risk management objectives and policies (cont'd)

The main areas of financial risks faced by the Group and the Company and the policies in respect of the major areas of treasury activity are set out as follows (cont'd):-

(a) Credit risk (cont'd)

Following are the areas where the Group and the Company are exposed to credit risk (cont'd):-

(i) *Trade receivables (cont'd)*

The ageing analysis of the trade receivables are as follows:-

	Gross carrying amount RM'000	Loss allowances RM'000	Net balance RM'000
Group			
2026			
Collectively impaired			
Current	130,796	(51)	130,745
1-30 days past due	56,107	(545)	55,562
31-60 days past due	46,595	(452)	46,143
61-90 days past due	23,667	(260)	23,407
More than 90 days past due	27,567	(277)	27,290
Credit impaired			
Individually impaired	11,652	(11,652)	-
	296,384	(13,237)	283,147
2025			
Collectively impaired			
Current	162,240	(50)	162,190
1-30 days past due	58,475	(548)	57,927
31-60 days past due	48,260	(390)	47,870
61-90 days past due	23,822	(223)	23,599
More than 90 days past due	58,803	(456)	58,347
Credit impaired			
Individually impaired	11,407	(11,407)	-
	363,007	(13,074)	349,933

Receivables that are individually determined to be credit impaired at the financial year end relate to debtors who had defaulted on payments.

Other receivables

The maximum exposure to credit risk is represented by their carrying amounts in the statements of financial position.

36. FINANCIAL INSTRUMENTS (CONT'D)

36.2 Financial risk management objectives and policies (cont'd)

The main areas of financial risks faced by the Group and the Company and the policies in respect of the major areas of treasury activity are set out as follows (cont'd):-

(a) Credit risk (cont'd)

Following are the areas where the Group and the Company are exposed to credit risk (cont'd):-

(ii) *Intercompanies balances*

The maximum exposure to credit risk is represented by their carrying amounts in the statement of financial position.

The Company provides unsecured advances to subsidiaries and monitors the results of the subsidiaries regularly.

At the end of the reporting year, there was no indication that the advances to subsidiaries are not recoverable.

(iii) *Financial instruments and cash deposits*

The maximum exposure to credit risk is represented by the carrying amounts in the statements of financial position.

At the end of the reporting year, the Group has derivative financial instruments such as forward foreign currency contracts with approved financial institutions.

Credit risk from balances with banks and financial institutions is managed by the Group's treasury department in accordance with the Group's policy. Investments of surplus funds are made only with approved counterparties.

(iv) *Financial guarantees*

The exposure to credit risk by the Company is RM378,504,000 (2025: RM410,670,000) in respect of corporate guarantees given to financial institutions for banking facilities granted to and utilised by the subsidiaries as at the end of the reporting year.

The Company monitors on an ongoing basis the results and repayments made by the subsidiaries. As at the reporting date, there was no indication that the subsidiaries would default on repayment.

(b) 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.

In managing its exposures to liquidity risk arises principally from its various payables, loans and borrowings, the Group and the Company maintain 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 their liabilities as and when they fall due.

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.

36. FINANCIAL INSTRUMENTS (CONT'D)

36.2 Financial risk management objectives and policies (cont'd)

The main areas of financial risks faced by the Group and the Company and the policies in respect of the major areas of treasury activity are set out as follows (cont'd):-

(b) Liquidity risk (cont'd)

Following are the areas where the Group and the Company are exposed to liquidity risk:-

	Carrying amount RM'000	Contractual cash flows RM'000	Less than 1 year RM'000	More than 1 year but less than 5 years RM'000	More than 5 years RM'000
Group					
2026					
Unsecured					
Trade payables	208,751	208,751	208,751	-	-
Other payables	19,953	19,953	19,953	-	-
Bankers' acceptance/trust receipts	338,260	338,260	338,260	-	-
Revolving credit	7,500	7,500	7,500	-	-
Onshore foreign currency loans	12,319	12,319	12,319	-	-
Secured					
Lease liabilities	19,544	26,198	4,878	6,803	14,517
Term loans	20,425	25,659	3,812	13,598	8,249
Total	626,752	638,640	595,473	20,401	22,766
2025					
Unsecured					
Trade payables	239,773	239,773	239,773	-	-
Other payables	16,970	16,970	16,970	-	-
Bankers' acceptance/trust receipts	360,440	360,440	360,440	-	-
Revolving credit	9,310	9,310	9,310	-	-
Onshore foreign currency loans	12,755	12,755	12,755	-	-
Secured					
Lease liabilities	23,209	30,683	6,692	10,466	13,525
Term loans	27,298	33,929	8,270	14,259	11,400
Total	689,755	703,860	654,210	24,725	24,925

Company

At the reporting date, the contractual maturities (including interest payments) of the Company are less than one year.

The Company has contractual cash flows less than one year relating to financial guarantees as detailed in Note 36.2(a)(iv) to the Financial Statements. The exposure for financial guarantee is for illustration only. No financial guarantee was called upon by the holders as at the end of the reporting year.

36. FINANCIAL INSTRUMENTS (CONT'D)

36.2 Financial risk management objectives and policies (cont'd)

The main areas of financial risks faced by the Group and the Company and the policies in respect of the major areas of treasury activity are set out as follows (cont'd):-

(c) Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

The Group is exposed to foreign currency risk on sales, purchases, cash and bank balances and borrowings that are denominated in a currency other than the functional currency of the Group. The currencies giving rise to this risk are primarily United States Dollar ("USD"), Singapore Dollar ("SGD"), Australian Dollar ("AUD"), Euro ("EUR") and Chinese Yuan ("CNY"). The Group uses forward exchange contracts to manage its foreign currency risk when necessary. All of the forward exchange contracts have maturities of less than one year after the end of the reporting year.

The Group's exposure to foreign currency risk, based on carrying amounts as at the end of the reporting year is:-

	Denominated in				
	USD RM'000	**SGD RM'000**	**AUD RM'000**	**EUR RM'000**	**CNY RM'000**
Group					
2026					
Derivative financial instruments	3,442	(94)	-	-	19
Cash and bank balances	4,169	15,012	-	15	-
Trade receivables	45,335	65,847	18	-	-
Other receivables	-	3,689	-	-	-
Trade payables	(165,004)	(6,967)	-	-	-
Bank borrowings	(12,319)	(43,840)	-	-	-
Other payables	(137)	(3,754)	-	-	-
	(124,514)	29,893	18	15	19
2025					
Derivative financial instruments	340	52	-	-	(1)
Cash and bank balances	12,893	24,278	-	38	-
Trade receivables	48,761	96,133	872	68	-
Other receivables	46	2,909	-	-	-
Trade payables	(208,689)	(8,729)	-	(1,407)	(440)
Bank borrowings	(12,755)	(54,654)	-	-	-
Other payables	(182)	(3,487)	-	(73)	-
	(159,586)	56,502	872	(1,374)	(441)

36. FINANCIAL INSTRUMENTS (CONT'D)

36.2 Financial risk management objectives and policies (cont'd)

The main areas of financial risks faced by the Group and the Company and the policies in respect of the major areas of treasury activity are set out as follows (cont'd):-

(c) Foreign currency risk (cont'd)

Exposure to foreign exchange rates varies during the financial year depending on the volume of overseas transactions. Nonetheless, the analysis above is considered to be representative of the Group's exposures to foreign currency risk.

The following table demonstrates the sensitivity of the Group's profit/(loss)/equity for the financial year to a reasonably possible change in the USD and SGD against the respective functional currency of the Group, with all other variables held constant.

	2026		2025	
	Profit for the financial year RM'000	Equity RM'000	Loss for the financial year RM'000	Equity RM'000
Group				
USD/RM				
- Strengthened 0.29% (2025: 0.66%)	(361)	(361)	(1,053)	(1,053)
- Weakened 0.29% (2025: 0.66%)	361	361	1,053	1,053
SGD/RM				
- Strengthened 0.79% (2025: 1.97%)	236	236	1,113	1,113
- Weakened 0.79% (2025: 1.97%)	(236)	(236)	(1,113)	(1,113)

As at the reporting date, the Group determined the effects of sensitivity of the Group's profit/(loss) and equity for the financial year to a reasonably possible change in AUD, EUR and CNY to be immaterial.

(d) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Group's financial instruments will fluctuate because of changes in market interest rates.

Fixed rate borrowing is exposed to a risk of change in its fair value due to changes in interest rates. Variable rate borrowing is exposed to a 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 the 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 their existing exposure and desired interest rate profile.

36. FINANCIAL INSTRUMENTS (CONT'D)

36.2 Financial risk management objectives and policies (cont'd)

The main areas of financial risks faced by the Group and the Company and the policies in respect of the major areas of treasury activity are set out as follows (cont'd):-

(d) Interest rate risk (cont'd)

The interest rate profile of the Group's significant interest bearing financial instruments, based on carrying amounts as at the end of the reporting year is as follows:-

	Group	
	2026 RM'000	**2025 RM'000**
Fixed rate instruments		
Short term deposits with licensed banks	11,000	1,200
Lease liabilities	(19,544)	(23,209)
	(8,544)	(22,009)
Floating rate instruments		
Bank overdraft	-	(867)
Bankers' acceptance/trust receipts	(338,260)	(360,440)
Onshore foreign currency loans	(12,319)	(12,755)
Term loans	(20,425)	(27,298)
Revolving credit	(7,500)	(9,310)
	(378,504)	(410,670)

	Company	
	2026 RM'000	**2025 RM'000**
Fixed rate instrument		
Amount due from subsidiaries	30,129	59,161

Cash flow sensitivity analysis for floating rate instruments:-

The following table illustrates the sensitivity of profit/(loss)/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 year, and the financial instruments held at each reporting date that are sensitive to changes in interest rates. All other variables are held constant.

If the interest rate had strengthened, the impact would be as below:-

	Group	
	2026 RM'000	**2025 RM'000**
Effect on profit/(loss)/equity for the financial year	(1,893)	(2,053)

If the interest rate had weakened then the impact to the Group's profit/(loss)/equity for the financial year would be the opposite effect.

36. FINANCIAL INSTRUMENTS (CONT'D)

36.2 Financial risk management objectives and policies (cont'd)

The main areas of financial risks faced by the Group and the Company and the policies in respect of the major areas of treasury activity are set out as follows (cont'd):-

(d) Interest rate risk (cont'd)

The carrying amounts of short-term receivables and payables, derivative financial instruments, cash and cash equivalents and short-term borrowings 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 impact of discounting.

36.3 Fair values of financial instruments

The Group has established policies and procedures in respect of the fair value measurement.

Financial assets that are measured at fair values on a recurring basis

Equity investment of the Group is measured at fair value at the end of the reporting year. Details of fair value measurement of those financial assets are as follows:-

	Fair Value		Fair value hierarchy	Valuation method
	2026 RM'000	2025 RM'000		
Group				
Equity investment				
Unquoted shares in Singapore	31,501	-	Level 3	Net carrying value deemed fair value

37. OPERATING SEGMENT

(a) Business segments

For the management purposes, the Group is organised into business units based on their operations, which comprise the following:-

Trading and services:	Trading and marketing of steel products and all types of construction materials, warehousing and storage services
Manufacturing:	Manufacturing and trading of purlin, structural steel components and other steel products
Others:	Investment holding, provision of accounting, administrative and management services and dormant companies

The Group has aggregated certain operating segments to form a reportable segment due to the similar nature and operational characteristics of the products.

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2026 (CONT'D)

37. OPERATING SEGMENT (CONT'D)

(a) Business segments (cont'd)

Management monitors the operating results of its business units separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on operating profit or loss which, in certain aspect as explained in the table below, is measured differently from operating profit or loss in the consolidated financial statements.

	Note	Trading and services RM'000	Manufacturing RM'000	Others RM'000	Adjustments and eliminations RM'000	Total as per consolidated financial statements RM'000
Group						
2026						
Revenue						
External customers		1,040,416	35,479	169	-	1,076,064
Inter-segment	i	121,226	8,509	11,162	(140,897)	-
Total revenue		1,161,642	43,988	11,331	(140,897)	1,076,064
Results:-						
Finance income		(6,264)	(150)	(1,405)	5,535	(2,284)
Finance costs		21,085	260	1,803	(5,523)	17,625
Depreciation of property, plant and equipment		1,439	1,349	55	1,268	4,111
Depreciation of right-of-use assets		4,545	-	873	582	6,000
Fair value adjustment on investment properties		(11,079)	-	800	6,914	(3,365)
Other non-cash income	ii	(4,310)	(75)	2,047	(1,799)	(4,137)
Tax income		(3,720)	245	1,694	35	(1,746)
Share of results of an associate		-	-	-	(54)	(54)
Segment profit		10,259	1,364	3,107	(13,241)	1,489
Assets:-						
Additions to non-current assets	iii	7,896	36	1,962	-	9,894
Segment assets		1,116,793	37,582	383,584	(439,835)	1,098,124
Liabilities:-						
Segment liabilities		721,920	9,227	46,004	(145,162)	631,989

37. OPERATING SEGMENT (CONT'D)

(a) Business segments (cont'd)

	Note	Trading and services RM'000	Manufacturing RM'000	Others RM'000	Adjustments and eliminations RM'000	Total as per consolidated financial statements RM'000
Group (cont'd)						
2025						
Revenue						
External customers		1,291,898	27,445	2,096	-	1,321,439
Inter-segment	i	134,804	8,043	7,369	(150,216)	-
Total revenue		1,426,702	35,488	9,465	(150,216)	1,321,439
Results:-						
Finance income		(4,344)	(317)	(1,702)	5,983	(380)
Finance costs		29,449	367	1,137	(5,986)	24,967
Depreciation of property, plant and equipment		773	1,286	51	724	2,834
Depreciation of right-of-use assets		5,353	-	917	(754)	5,516
Fair value adjustment on investment properties		(5,802)	-	(600)	1,143	(5,259)
Other non-cash expenses	ii	10,216	52	13	-	10,281
Tax expenses		182	134	1,082	-	1,398
Share of results of an associate		-	-	-	(102)	(102)
Segment loss		(14,984)	(976)	6,210	(3,140)	(12,890)
Assets:-						
Additions to non-current assets	iii	13,350	49	2,337	(984)	14,752
Segment assets		1,218,745	41,460	305,661	(406,137)	1,159,729
Liabilities:-						
Segment liabilities		838,871	13,469	34,525	(188,752)	698,113

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

i. Inter-segment revenues are eliminated on consolidation.

ii. Other material non-cash (income)/expenses consist of the following items:-

	Group 2026 RM'000	Group 2025 RM'000
Property, plant and equipment written off	2	-
Gain on disposal of property, plant and equipment	(53)	(161)
Gain on disposal of a non-current asset held for sale	(4,086)	-
Gain on lease termination	(479)	-
(Reversal of)/allowance for slow moving and obsolete inventories	(413)	1,586
Impairment loss on financial assets	307	3,445
Bad debts written off	-	457
Unrealised loss on foreign exchange	585	4,954
	(4,137)	10,281

37. OPERATING SEGMENT (CONT'D)

(a) Business segments (cont'd)

Notes to the nature of adjustments and eliminations to arrive at amounts reported in the consolidated financial statements (cont'd):-

iii. Additions to non-current assets consist of:-

	Group 2026 RM'000	Group 2025 RM'000
Property, plant and equipment	2,836	11,435
Right-of-use assets	5,947	3,317
Investment properties	1,111	-
	9,894	14,752

(b) Geographical segment

Information on revenue and non-current assets based on the geographical location of customers and assets respectively are as follows:-

	2026		2025	
	Revenue RM'000	Non-current assets RM'000	Revenue RM'000	Non-current assets RM'000
Group				
Malaysia	656,107	218,069	816,544	201,512
Singapore	294,246	3,119	325,079	9,499
Asia-Pacific economic cooperation countries	114,807	-	145,748	-
Other countries	10,904	-	34,068	-
	1,076,064	221,188	1,321,439	211,011

Non-current assets information presented above consist of the following items as presented in the consolidated statement of financial position:-

	Group 2026 RM'000	Group 2025 RM'000
Property, plant and equipment	130,538	112,365
Right-of-use assets	18,190	22,331
Investment properties	72,460	76,315
	221,188	211,011

(c) Major customers

The Group does not have any revenue from a single external customer which represents 10% or more of the Group's revenue.

38. CAPITAL MANAGEMENT

The capital structure of the Group consists of net debts of the Group comprising bank borrowings and lease liabilities as detailed in Notes 22 and 23 to the Financial Statements respectively offset against cash and bank balances and total equity of the Group comprising issued capital, reserves, retained earnings and non-controlling interests.

The Group's objective when managing capital is to maintain a strong capital base and safeguard the Group's ability to continue as a going concern, so as to maintain investors, creditors and market confidence and to sustain future development of the businesses. The Directors monitor and determine to maintain an optimal debts-to-equity ratio that complies with debts covenants and regulatory requirements.

During the financial year, the Group's strategy was to maintain the debts-to-equity ratio of not exceeding 2.5:1.0.

	Group	
	2026 RM'000	**2025 RM'000**
Total borrowings and lease liabilities	398,048	433,879
Less: cash and cash equivalents	(37,019)	(56,125)
Net debts	361,029	377,754
Total equity	466,135	461,616
Debts-to-equity ratio	0.8:1.0	0.8:1.0

39. SIGNIFICANT EVENT DURING THE FINANCIAL YEAR

On 16 April 2025, Ann Yak Siong (Singapore) Pte. Ltd. ("AYSS"), an indirect wholly-owned subsidiary of the Company subscribed for 298,000 ordinary shares in 3HA Capital Pte. Ltd. ("3HA"), representing 14.9% of its issued share capital for a total cash consideration of SGD298,000 equivalent to RM1,000,982. On 10 November 2025, AYSS had subscribed for additional 9,735,663 ordinary shares in 3HA for a total cash consideration of SGD9,735,663 equivalent to RM31,154,124. The additional subscription did not result in any change in AYSS's effective interest in 3HA.

40. EVENT AFTER THE REPORTING DATE

On 15 May 2026, AYSS subscribed for additional 560,000 ordinary shares in Steelaris Pte. Ltd. ("Steelaris"), representing 8% of its issued share capital for a total cash consideration of SGD240,000 equivalent to RM746,184.

The subscription was completed on 18 May 2026. Correspondingly, the effective equity interest in Steelaris increased from 66% to 74%.

PROPERTIES HELD BY AYS VENTURES BERHAD AND ITS SUBSIDIARIES

AS AT 31 MARCH 2026

	Location	Tenure	Description	Area	Existing Use	Approx. Age of Building (No. of Years)	Date of Acquisition	Date of Revaluation	Net Book Value As At 31-03-2026 (RM'000)
1	Lot 6488, Jalan Haji Abdul Manan, 42100 Klang, Selangor	Freehold	Industrial Land & Building	5.087 acres	Warehouse and Office	29	1-Oct-09	31-Mar-26	31,200
2	Lot 3845, Batu 7, Jalan Kapar/KU 7, 41050 Klang, Selangor	Freehold	Industrial Land & Building	1.397 acres	Factory and Office	17	20-Dec-01	31-Mar-26	8,843
3	Lot 3846, Batu 7 Jalan Kapar/KU 15 42200 Kapar Selangor	Freehold	Industrial Land & Building	3.556 acres	Factory and Office	25	13-Oct-92	31-Mar-26	17,632
4	Lot 3348, KM 10, Jalan Kapar/ KU15, 41050 Klang, Selangor	Freehold	Industrial Land & Building	4.342 acres	Warehouse	1	22-Apr-96	31-Mar-26	43,500
5	Unit No. B-4-1, Level 4,Block B, BBK Condominium, Persiaran Bukit Raja 1, Bandar Baru Klang, 41150, Selangor	Leasehold (expiring on 09.05.2093)	Condominium	1,000 sq.ft.	Workers' Accommodation	26	26-Oct-95	31-Mar-26	200
6	P408 & Part of P409, Precinct 4, Jalan FZ1-P4,Port Klang Free Zone/KS12, 42920 Pulau Indah, Selangor	Leasehold (expiring on 31.03.2045)	Building	156,067 sq.ft.	Warehouse	9	27-Nov-17	31-Mar-26	12,033
7	P407 and P408, Precinct 4, Jalan FZ1-P4, Port Klang Free Zone/KS12, 42920 Pulau Indah, Selangor	Leasehold (expiring on 31.03.2045)	Building	109,144 sq.ft.	Warehouse	4	30-Sep-22	31-Mar-26	9,500
	Sub-Total (value of properties held as property, plant and equipment)								122,908
8	No. 9, Lorong Tiara 1A, Bandar Baru Klang, 41150 Klang, Selangor	Leasehold (expiring on 08.05.2093)	4 storey shop office	1,647 sq.ft.	Tenanted	28	15-Feb-94	31-Mar-26	1,000
9	GRN 216124/Lot 22147, College Heights Garden Resort, 71700 Mantin, Negeri Sembilan	Freehold	Bungalow Land	8,267 sq.ft.	Vacant	-	29-Sep-98	31-Mar-26	190
10	No.18, Jalan Mahawangsa 1, Langkawi Boulevard, 07000 Kuah, Langkawi, Kedah	Leasehold (expiring on 03.01.2109)	4 storey shop office	6,784 sq.ft.	Vacant	9	7-Jan-15	31-Mar-26	3,000

PROPERTIES HELD BY AYS VENTURES BERHAD AND ITS SUBSIDIARIES

AS AT 31 MARCH 2026 (CONT'D)

	Location	Tenure	Description	Area	Existing Use	Approx. Age of Building (No. of Years)	Date of Acquisition	Date of Revaluation	Net Book Value As At 31-03-2026 (RM'000)
11	GRN 198673/ Lot 21280, College Heights Garden , Resort 71700 Mantin, Negeri Sembilan	Freehold	Bungalow Land	9,096 sq.ft.	Vacant	-	20-Feb-98	31-Mar-26	205
12	Unit No C-2-11, Block C, Skudaivilla, Jalan Aman, Taman Skudai Baru, 81300 Skudai, Johor	Freehold	Apartment	1,216 sq.ft.	Vacant	22	14-Jun-02	31-Mar-26	290
13	D-1-3, Block D, Megan Avenue 1, No 189, Jalan Tun Razak, 50400 Kuala Lumpur	Freehold	Office lot	1,270 sq.ft.	Tenanted	31	21-Jun-14	31-Mar-26	660
14	Unit No. C-3-14, Block C, Rumah Pangsa Taman Semarak II, 71800 Nilai, Negeri Sembilan	Freehold	Low cost flat	721 sq.ft.	Vacant	28	21-Dec-04	31-Mar-26	30
15	Unit No. 15-2R, Tingkat 2, Jalan Maju 1/16, Taman Lembah Maju, 68000 Ampang, Selangor	Leasehold (expiring on 04.12.2086)	Apartment	790 sq.ft.	Vacant	18	21-Feb-00	31-Mar-26	145
16	Unit No 27B, 2nd Floor, Block 4, Pusat Perniagaan Worldwide, Jalan Karate 13/47, Seksyen 13, 40100 Shah Alam, Selangor	Leasehold (expiring on 25.03.2102)	Commercial shoplot	366 sq.ft.	Vacant	26	17-Apr-03	31-Mar-26	80
17	C-3A-07, Empire Subang Hotel, Jalan SS16/1, 47500 Subang Jaya, Selangor	Freehold	Hotel Suites	387 sq.ft.	Vacant	16	1-Jan-20	31-Mar-26	310
18	C-3A-08, Empire Subang Hotel, Jalan SS16/1, 47500 Subang Jaya, Selangor	Freehold	Hotel Suites	387 sq.ft.	Vacant	16	1-Jan-20	31-Mar-26	310
19	C-3A-09, Empire Subang Hotel, Jalan SS16/1, 47500 Subang Jaya, Selangor	Freehold	Hotel Suites	387 sq.ft.	Vacant	16	1-Jan-20	31-Mar-26	310
20	C-3A-10, Empire Subang Hotel, Jalan SS16/1, 47500 Subang Jaya, Selangor	Freehold	Hotel Suites	387 sq.ft.	Vacant	16	1-Jan-20	31-Mar-26	310

PROPERTIES HELD BY AYS VENTURES BERHAD AND ITS SUBSIDIARIES

AS AT 31 MARCH 2026 (CONT'D)

	Location	Tenure	Description	Area	Existing Use	Approx. Age of Building (No. of Years)	Date of Acquisition	Date of Revaluation	Net Book Value As At 31-03-2026 (RM'000)
21	C-3A-11, Empire Subang Hotel, Jalan SS16/1, 47500 Subang Jaya, Selangor	Freehold	Hotel Suites	388 sq.ft.	Vacant	16	1-Jan-20	31-Mar-26	310
22	C-3A-12, Empire Subang Hotel, Jalan SS16/1, 47500 Subang Jaya, Selangor	Freehold	Hotel Suites	495 sq.ft.	Vacant	16	1-Jan-20	31-Mar-26	390
23	C-3A-13, Empire Subang Hotel, Jalan SS16/1, 47500 Subang Jaya, Selangor	Freehold	Hotel Suites	548 sq.ft.	Vacant	16	1-Jan-20	31-Mar-26	430
24	C-13-01, Empire Subang Hotel, Jalan SS16/1, 47500 Subang Jaya, Selangor	Freehold	Hotel Suites	1,280 sq.ft.	Vacant	16	1-Jan-20	31-Mar-26	890
25	C-13-02, Empire Subang Hotel, Jalan SS16/1, 47500 Subang Jaya, Selangor	Freehold	Hotel Suites	1,291 sq.ft.	Vacant	16	01-Jan-20	31-Mar-26	890
26	Unit No V-22-07, V-Residensi 5, KM12, Jalan Ipoh-Rawang, 68100 Batu Caves, Selangor	Leasehold (expiring on 04.09.2095)	Service Apartment	1,208 sq.ft.	Tenanted	5	31-Aug-23	31-Mar-26	450
27	HS (D) 165125, PT 84462, Mukim Kapar, Daerah Klang, Selangor	Freehold	Industral Land	23.51 acres	Vacant	-	16-Dec-20	31-Mar-26	61,000
28	R2N-27-02, Pavilion Damansara Heights, No. 3 Jalan Damanlela, 50490 Kuala Lumpur	Freehold	Apartment	702 sq.ft.	Vacant	1	11-Jul-25	31-Mar-26	1,260
	Sub-total (value of properties held as investment properties)								72,460
	Total (value of properties held as property, plant and equipment, and investment properties)								**195,368**

STATISTICAL **REPORT**

AS AT 29 MAY 2026

ANALYSIS BY SIZE OF SHAREHOLDINGS

Issued capital	:	RM219,119,988.00 comprising 418,458,656 shares
Class of shares	:	Ordinary shares
Voting rights	:	One vote per ordinary share held

Size of Shareholdings	No. of Shareholders	% of Shareholders	No. of Shares	% of Issued and Paid-Up Share Capital
Less than 100	310	7.98	14,998	0.00
100 – 1,000	971	24.98	401,561	0.10
1,001 – 10,000	1,292	33.24	7,475,463	1.78
10,001 – 100,000	1,089	28.02	38,210,377	9.13
100,001 – less than 5% of issued shares	223	5.74	107,648,897	25.73
5% and above of issued shares	2	0.05	264,707,360	63.26
Total	3,887	100.00	418,458,656	100.00

LIST OF DIRECTORS' SHAREHOLDINGS AS AT 29 MAY 2026

	Direct No. of Shares	%	Indirect No. of Shares	%
Oh Chiew Ho	1,000,000	0.24	264,707,360*	63.26
Oh Yung Sim	-	-	-	-
Oh Pooi Foon	144,200	0.03	-	-
Seow Nyoke Yoong	-	-	-	-
Dato' Wan Hashim Bin Wan Jusoh	-	-	-	-
Abd Malik Bin A Rahman	-	-	-	-

** Deemed interest by virtue of his substantial shareholdings in substantial shareholders under Section 8 of the Companies Act 2016.*

SHARES IN RELATED CORPORATION AS AT 29 MAY 2026

There is no change to the interest of Directors in related companies as disclosed in the Directors' Report for the financial year ended 31 March 2026 on page 92 of this Annual Report.

SUBSTANTIAL SHAREHOLDERS AS AT 29 MAY 2026

	Direct No. of Shares	%	Indirect No. of Shares	%
Substantial Shareholders				
Oh Chiew Ho	-	-	264,707,360*	63.26
Chiew Ho (L) Foundation	-	-	239,663,123	57.27
Chiew Ho Holding Sdn Bhd (CHH)	239,663,123	57.27	-	-
Ann Yak Siong Group Sdn Bhd (AYSG)	25,044,237	5.98	-	-

** Deemed interest by virtue of his substantial shareholdings in CHH and AYSG under Section 8 of the Companies Act 2016.*

STATISTICAL REPORT

AS AT 29 MAY 2026 (CONT'D)

THIRTY LARGEST SHAREHOLDERS AS AT 29 MAY 2026

No.	Name of Shareholders	No of Shares	%
1.	Chiew Ho Holding Sdn Bhd	239,663,123	57.27
2.	Ann Yak Siong Group Sdn Bhd	25,044,237	5.98
3.	Tan Peng Chung	7,645,000	1.83
4.	Tan Chee Kuan	4,784,100	1.14
5.	HLB Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Toh Hooi Hak	3,518,100	0.84
6.	CGS International Nominees Malaysia (Tempatan) Sdn. Bhd. Pledged Securities Account for Lau Joo Liang	2,529,500	0.60
7.	Alliancegroup Nominees (Tempatan) Sdn Bhd Pledged Securities Account For Chong Yiew On	2,482,400	0.59
8.	Amsec Nominees (Tempatan) Sdn Bhd Ambank (M) Berhad For Wong Wai Kuan	2,000,000	0.48
9.	Chew Siew Lian	1,973,000	0.47
10.	Lim Kim Yew	1,859,500	0.44
11.	Lim Choon Meng	1,600,000	0.38
12.	See Siew Chiet	1,597,200	0.38
13.	Alliancegroup Nominees (Tempatan) Sdn Bhd Pledged Securities Account For Lim Aun Chuan	1,488,000	0.36
14.	Maybank Nominees (Tempatan) Sdn Bhd Mak Tin Wong	1,405,000	0.34
15.	Alliancegroup Nominees (Tempatan) Sdn Bhd Pledged Securities Account For Tan Tze Aw	1,385,000	0.33
16.	Cheong Lap Thian	1,381,000	0.33
17.	RHB Nominees (Tempatan) Sdn Bhd Pledged Securities Account For Gan Thiam Seng	1,350,000	0.32
18.	Lim Hoe Seng	1,325,000	0.32
19.	Chong Fu Seong	1,300,000	0.31
20.	Alliancegroup Nominees (Tempatan) Sdn Bhd Pledged Securities Account For Kong Kok Choy	1,280,000	0.31
21.	Alliancegroup Nominees (Tempatan) Sdn Bhd Pledged Securities Account For Chia Yu San	1,200,000	0.29
22.	CGS International Nominees Malaysia (Tempatan) Sdn. Bhd. Pledged Securities Account For Lim Kiam Lam	1,200,000	0.29

STATISTICAL REPORT

AS AT 29 MAY 2026 (CONT'D)

No.	Name of Shareholders	No of Shares	%
23.	Tee Qun Shun	1,200,000	0.29
24.	Victor Lim Fung Tuang	1,156,000	0.28
25.	Chiong Boo Pah	1,091,000	0.26
26.	Gt-Max Resources Sdn. Bhd.	1,080,000	0.26
27.	Lim Seng Qwee	1,000,000	0.24
28.	Maybank Nominees (Tempatan) Sdn Bhd Pledged Securities Account For Lim Aik Hoe	1,000,000	0.24
29.	Oh Chiew Ho	1,000,000	0.24
30.	PM Nominees (Tempatan) Sdn Bhd Pledged Securities Account For Kong Kok Choy	1,000,000	0.24

CORPORATE **DIRECTORY**

Malaysia

AYS Ventures Berhad
Registration No.: 201001041243 (925171-T)
Lot 6488, Jalan Haji Abdul Manan,
42100 Klang, Selangor Darul Ehsan, Malaysia.

+603-33775597
+603-33775500
www.ays-group.com
enquiry_aysv@ays-group.com

AYS Marketing Sdn. Bhd.
Registration No.: 199301006036 (260773-T)
Lot 6488, Jalan Haji Abdul Manan, 42100 Klang,
Selangor Darul Ehsan, Malaysia.

+603-33775597
+603-33775401/02
enquiry_aysm@ays-group.com

AYS (FZ) Sdn. Bhd.
Registration No.: 201401003939 (1080013-W)
P407, P408 & Part of 409, Precinct 4,
Jalan FZ1-P4, Port Klang Free Trade Zone/KS12, 42920
Pulau Indah, Selangor Darul Ehsan, Malaysia.

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+603-33775500
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AYS Metal Products & Engineering Sdn. Bhd.
Registration No.: 199401033548 (319231-U)
Lot 6488, Jalan Haji Abdul Manan,
42100 Klang, Selangor Darul Ehsan, Malaysia.

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+603-33775500

Ann Yak Siong Hardware Sdn. Bhd.
Registration No.: 198201015190 (94954-K)
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42100 Klang, Selangor Darul Ehsan, Malaysia.

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+603-33775566/99
enquiry_aysh@ays-group.com

CH Yodoform Sdn. Bhd.
Registration No.: 199601005753 (378099-V)
Lot 3846, 7½th Mile, Jalan Kapar/KU15, 42200 Klang,
Selangor Darul Ehsan, Malaysia.

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+603-32918800
enquiry_chy@ays-group.com

CHY Building Solutions Sdn. Bhd.
Registration No.: 200301014320 (616740-X)
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42200 Klang, Selangor Darul Ehsan, Malaysia.

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enquiry_chybs@ays-group.com

AOK Engineering Services Sdn. Bhd.
Registration No.: 201501041952 (1167273-P)
601, Uptown 2, Jalan SS 21/37, Damansara Utama,
47400 Petaling Jaya, Selangor Darul Ehsan, Malaysia.

+603-77314306
enquiry_aok@ays-group.com

SPL Services Sdn. Bhd.
Registration No.: 202301017794 (1511716-A)
#05-11 Wisma SP Setia, Jalan Indah 15 Taman Bukit Indah,
79100 Iskandar Puteri Johor, Malaysia

+607-2327979

Singapore

Steelaris Pte. Ltd.
Registration No.: 201100616M
3, International Business Park, #03-13 Nordic European Centre,
Singapore 609927.

+65 6592 5945
+65 6562 0179
www.steelaris.com
enquiry_steelaris.com

Ann Yak Siong (Singapore) Pte. Ltd.
Registration No.: 202235962C
149, Rochor Road, #05-01 Fu Lu Shou Complex,
Singapore 188425.

+603-33775597
enquiry_ayss@ays-group.com

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Fifteenth Annual General Meeting ("15th AGM") of the Company will be held at Ballroom 2, Level 10, Courtyard by Marriott Setia Alam, No. 6, Jalan Setia Dagang, AH U13/AH, Seksyen U13, 40170 Shah Alam, Selangor, Malaysia on Monday, 27 July 2026 at 10.30 a.m. to transact the following business:-

AGENDA

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.

2. To approve the payment of a single tier dividend of 1 sen per ordinary share in respect of the financial year ended 31 March 2026. **Resolution 1**

3. To re-elect the following Directors who are retiring in accordance with Article 112 of the Company's Constitution:-

   (i) Oh Pooi Foon **Resolution 2**
   (ii) Abd Malik Bin A Rahman **Resolution 3**

4. To approve the payment of Directors' fees not exceeding RM500,000.00 for the period from August 2026 till July 2027. **Resolution 4**

5. To approve the payment of meeting attendance allowance of RM1,000.00 per meeting for each Non-Executive Director from August 2026 till July 2027. **Resolution 5**

6. To re-appoint Grant Thornton Malaysia PLT as Auditors of the Company and to authorise the Directors to fix their remuneration. **Resolution 6**

SPECIAL BUSINESS

To consider and, if thought fit, pass the following ordinary resolutions:-

7. **Continuation in office as Independent Non-Executive Director** **Resolution 7**

   "THAT approval be and is hereby given to Dato' Wan Hashim Bin Wan Jusoh who has served as an Independent Non-Executive Director of the Company and is approaching a cumulative term of nine (9) years, to continue to act as an Independent Non-Executive Director of the Company until the conclusion of the next Annual General Meeting."

8. **Proposed Authority to issue shares pursuant to Sections 75 and 76 of the Companies Act 2016** **Resolution 8**

   "THAT pursuant to Sections 75 and 76 of the Companies Act 2016 and subject always to the approval of the relevant authorities, the Directors be and are hereby empowered to issue shares in the capital of 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 issued pursuant to this resolution does not exceed 10% of the total number of issued shares of the Company ("New Shares") for the time being and that the Directors be and are also empowered to obtain the approval for the listing of and quotation for the additional shares so issued on Bursa Malaysia Securities Berhad and that such authority shall continue in force until the conclusion of the next Annual General Meeting of the Company."

9. **Proposed Renewal of Authority for the Company to purchase its own shares of up to 10% of the Issued and Paid-Up Share Capital ("Proposed Renewal of Share Buy-Back")** **Resolution 9**

   "THAT subject to the provisions under the Companies Act 2016 ("Act"), the Constitution of the Company, the Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa Securities") and all prevailing laws, rules, regulations, orders and guidelines as well as the approvals of all relevant governmental

NOTICE OF ANNUAL GENERAL MEETING
(CONT'D)

and/or regulatory authorities, the Company be and is hereby authorised to purchase such amount of ordinary shares in the Company ("AYS Shares") 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 interest of the Company provided that the aggregate number of AYS Shares purchased pursuant to this resolution or held as treasury shares does not exceed ten percent (10%) of the total number of issued shares of the Company at the time of purchase;

THAT the maximum amount of funds to be utilised for the purpose of the Proposed Renewal of Share Buy-Back shall not exceed the Company's retained profits account;

THAT authority be and is hereby given to the Directors of the Company to decide at their discretion, as may be permitted and prescribed by the Act and/or any prevailing laws, rules, regulations, orders and guideline and requirements issued by any relevant authorities for the time being in force to deal with any AYS Shares so prescribed by the Company in the following manner:-

(i) to cancel the AYS Shares so purchased;
(ii) to retain the AYS Shares so purchased as treasury shares for distribution as share dividends to the shareholders of AYS and/or be resold through Bursa Securities in accordance with the relevant rules of Bursa Securities and/or be cancelled subsequently;
(iii) to transfer as share award or share consideration; or
(iv) combination of (i), (ii) and (iii) above;

THAT the authority conferred by this resolution will be effective immediately from the passing of this Ordinary Resolution until:-

(i) the conclusion of the Company's next Annual General Meeting following the general meeting at which such resolution was passed at which time the authority would lapse unless renewed by ordinary resolution;
(ii) the passing of the date on which the Company's next Annual General Meeting is required by law to be held; or
(iii) the authority is revoked or varied by ordinary resolution that the shareholders pass in general meeting;

whichever occurs first.

AND THAT the Directors be and are hereby authorised to take all steps as are necessary and/or to do all such acts and things as the Directors deem fit and expedient in the interest of the Company to give full effect to the aforesaid Proposed Renewal of Share Buy-Back with full powers to assent to any condition, modification, variation and/or amendment (if any) as may be imposed by the relevant authorities."

By Order of the Board

Leong Oi Wah (MAICSA 7023802)
SSM Practising Certificate No. 201908000717
Company Secretary

Klang
26 June 2026

Proxy and/or Authorised Representative:-

1. A member entitled to attend and vote at the 15th AGM is entitled to appoint a proxy/proxies who may but need not be a member/members of the Company to attend and vote in his/her stead.

2. When a member appoints more than one proxy (subject always to a maximum of two proxies at each meeting), the appointment shall be invalid unless he/she specifies the proportions of his/her holdings to be represented by each proxy.

3. The instrument appointing a proxy shall be in writing under the hand of the appointor or his attorney duly authorised in writing, or if such appointor is a corporation, either under its common seal or under the hand of an officer or attorney duly authorised.

4. The appointment of proxy may be made in a hardcopy form or by electronic means as follows:-

   In Hardcopy Form
   The proxy form or the Power of Attorney or other authority, if any, under which it is signed or a notarially certified copy of that power or authority, must be deposited at the office of the Share Registrar of the Company, Tricor Investor & Issuing House Services Sdn. Bhd. at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia, or drop box located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8 Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia not less than forty-eight (48) hours before the time for holding this AGM.

   By Electronic Form
   The proxy form can be electronically submitted to the Share Registrar of the Company via Vistra Share Registry and IPO (MY) portal ("The Portal") at https://srmy.vistra.com. Kindly refer to the Administrative Details for the 15th AGM on the procedure of electronic submission proxy form via The Portal.

5. Any authority pursuant to which such an appointment is made by a power of attorney must be deposited with the Share Registrar of the Company at Tricor Investor & Issuing House Services Sdn. Bhd., Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or alternatively, the drop box located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia not less than forty-eight (48) hours before the time appointed for holding the 15th AGM or adjourned general meeting at which the person named in the appointment proposes to vote. A copy of the power of attorney may be accepted provided that it is certified notarially and/or in accordance with the applicable legal requirements in the relevant jurisdiction in which it is executed.

6. Depositors who appear in the Record of Depositors as at 20 July 2026 shall be regarded as members of the Company entitled to attend the 15th AGM or appoint a proxy to attend and vote on his behalf.

NOTES ON RESOLUTIONS NO. 2 & 3

For the purpose of determining the eligibility of the Directors to stand for re-election at the 15th Annual General Meeting, the Board through its Nomination Committee had assessed the performance of Ms Oh Pooi Foon and En Abd Malik Bin A Rahman (collectively "the Retiring Directors"). Please refer to the Directors' Profile section for more details on these individuals. The Retiring Directors were assessed on their performance and understanding of the Group's business. Their active participation at the Board and Board Committee meetings showed that they were prepared and were effective in the discharge of their responsibilities. No circumstances have arisen in the past year to impair their judgement on matters brought for Board discussion and they have always acted in the best interest of the Company as a whole.

Based on the above, the Board supports their re-election.

NOTICE OF ANNUAL GENERAL MEETING
(CONT'D)

NOTES ON SPECIAL BUSINESS

(i) Resolution No. 7

Dato' Wan Hashim Bin Wan Jusoh has served as an Independent Director of the Company since 1 December 2017 and will be reaching a cumulative 9 years tenure on 30 November 2026. The Board intends to retain him as an Independent Director and is proposing the resolution for his retention as Independent Director after 30 November 2026. The Board has assessed his independence and recommends that he continues to act as an Independent Director of the Company based on the following justifications:-

a. He fulfils the criteria under the definition of Independent Director as stated in the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("Listing Requirements");
b. He is able to bring independent and objective judgment to the Board as he does not have any business dealings with the Company;
c. With his years of experience with the Company, he is familiar with the Company's business operations, thus enabling him to contribute actively and effectively during deliberations and discussions at Board meetings;
d. His length of service on the Board does not in any way interfere with his exercise of independent judgement. He has remained objective and independent in expressing his views and participating in the deliberations and decision-making of the Board and Board Committees;
e. He has continued to exercise his independence and due care during his tenure as an Independent Non-Executive Director of the Company and has carried out his duties in the interest of the Company and shareholders; and
f. He has devoted sufficient time and commitment to discharge his responsibilities as an Independent Director.

The proposed Resolution 7, if passed, will enable Dato' Wan Hashim Bin Wan Jusoh to continue to act as an Independent Director of the Company until the next AGM.

(ii) Resolution No. 8

The proposed Ordinary Resolution will give powers to the Directors to issue up to a maximum ten per centum (10%) of the total number of issued shares of the Company for the time being ("New Shares") for such purposes as the Directors would consider in the best interest of the Company. This authority, unless revoked or varied by the Company at a general meeting, will expire at the next Annual General Meeting of the Company.

The general mandate sought for issue of securities is a renewal of the mandate that was approved by the shareholders on 22 July 2025. The Company did not utilise the mandate that was approved last year. The renewal of the general mandate is to provide flexibility to the Company to issue new securities without the need to convene a separate general meeting to obtain its shareholders' approval so as to avoid incurring additional cost and time. The purpose of this general mandate is for possible fund raising exercises including but not limited to further placement of shares for purpose of funding current and/or future investment projects, working capital and/or acquisitions.

In accordance with Article 56 of the Company's Constitution, the passing of the Ordinary Resolution No. 8 shall be taken as the members' agreement for the New Shares to be issued to such persons as the Director may deem fit.

(iii) Resolution No. 9

Please refer to the Statement of Share Buy-Back enclosed dated 26 June 2026.

NOTICE OF DIVIDEND ENTITLEMENT

NOTICE IS HEREBY GIVEN THAT a Final Single Tier Dividend of 1 sen per ordinary share in respect of the financial year ended 31 March 2026, if approved at the Fifteenth Annual General Meeting, will be paid on 24 August 2026 to Depositors registered in the Record of Depositors at the close of business on 7 August 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 7 August 2026, in respect of transfer; and

b) Shares bought on Bursa Malaysia Securities Berhad on a cum entitlement basis according to the Rules of Bursa Malaysia Securities Berhad.

PROXY FORM

AYS VENTURES BERHAD
(Registration No. : 201001041243 (925171-T))
(Incorporated in Malaysia)

*I/*We ....

of .... being a

member/members of AYS VENTURES BERHAD hereby appoint ....

.... of ....

.... and (if more than one (1) proxy

....

or *the Chairman of the Meeting as *my/*our proxy to vote for *me/*us and on *my/*our behalf at the Fifteenth Annual General Meeting (“15th AGM”) of the Company to be held at Ballroom 2, Level 10, Courtyard by Marriott Setia Alam, No. 6, Jalan Setia Dagang, AH U13/AH, Seksyen U13, 40170 Shah Alam, Selangor, Malaysia on Monday, 27 July 2026 at 10.30 a.m. at any adjournment thereof.

*My/*Our proxy(ies) is/are to vote as indicated below:-

	Ordinary Resolution	For*	Against*
Approval for the payment of a final single tier dividend of 1 sen per ordinary share	1		
Re-election of Oh Pooi Foon as Director	2		
Re-election of Abd Malik Bin A Rahman as Director	3		
Approval of payment of Directors’ fees	4		
Approval of payment of meeting attendance allowance	5		
Re-appointment of Grant Thornton Malaysia PLT as Auditors	6		
Approval for continuation in office of Dato' Wan Hashim Bin Wan Jusoh as Independent Non-Executive Director	7		
Approval for the proposed authority to issue shares pursuant to Sections 75 and 76 of the Companies Act 2016	8		
Approval of the proposed renewal of Authority for the Company to purchase its own shares of up to 10% of the Issued and Paid-Up Share Capital	9		

*Please indicate with (X) how you wish your vote to be casted. If no specific direction as to voting is given, the proxy will vote or abstain at his discretion.

Dated this..................... day of 2026

NUMBER OF SHARES HELD

....
[Signature/Common Seal of Shareholder(s)]
[*Delete if not applicable]

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Proxy Notes

1. *A member entitled to attend and vote at the 15th AGM is entitled to appoint a proxy/proxies who may but need not be a member/members of the Company to attend and vote in his/her stead.*

2. *When a member appoints more than one proxy (subject always to a maximum of two proxies at each meeting), the appointment shall be invalid unless he/she specifies the proportions of his/her holdings to be represented by each proxy.*

3. *The instrument appointing a proxy shall be in writing under the hand of the appointor or his attorney duly authorised in writing, or if such appointor is a corporation, either under its common seal or under the hand of an officer or attorney duly authorised.*

4. *The appointment of proxy may be made in a hardcopy form or by electronic means as follows:-*

   In Hardcopy Form
   The proxy form or the Power of Attorney or other authority, if any, under which it is signed or a notarially certified copy of that power or authority, must be deposited at the office of the Share Registrar of the Company, Tricor Investor & Issuing House Services Sdn. Bhd. at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia, or drop box located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8 Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia not less than forty-eight (48) hours before the time for holding this AGM.

   By Electronic Form
   The proxy form can be electronically submitted to the Share Registrar of the Company via Vistra Share Registry and IPO (MY) portal ("The Portal") at https://srmy.vistra.com. Kindly refer to the Administrative Details for the 15th AGM on the procedure of electronic submission proxy form via The Portal.

5. *Any authority pursuant to which such an appointment is made by a power of attorney must be deposited with the Share Registrar of the Company at Tricor Investor & Issuing House Services Sdn. Bhd., Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or alternatively, the drop box located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia not less than forty-eight (48) hours before the time appointed for holding the 15th AGM or adjourned general meeting at which the person named in the appointment proposes to vote. A copy of the power of attorney may be accepted provided that it is certified notarially and/or in accordance with the applicable legal requirements in the relevant jurisdiction in which it is executed.*

6. *Depositors who appear in the Record of Depositors as at 20 July 2026 shall be regarded as members of the Company entitled to attend the 15th AGM or appoint a proxy to attend and vote on his behalf.*

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STAMP

AYS VENTURES BERHAD
Registration No: 201001041243 (925171-T)

c/o Tricor Investor & Issuing House Services Sdn. Bhd.
Unit 32-01, Level 32, Tower A
Vertical Business Suite, Avenue 3, Bangsar South
No. 8, Jalan Kerinchi, 59200 Kuala Lumpur
Malaysia

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AYS VENTURES BERHAD
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Fax : +603 3377 5500