9. RISK FACTORS

NOTWITHSTANDING THE PROSPECTS OF OUR GROUP AS OUTLINED IN THIS PROSPECTUS, YOU SHOULD CAREFULLY CONSIDER THE FOLLOWING RISK FACTORS THAT MAY HAVE A SIGNIFICANT IMPACT ON OUR FUTURE PERFORMANCE, IN ADDITION TO ALL OTHER RELEVANT INFORMATION CONTAINED ELSEWHERE IN THIS PROSPECTUS, BEFORE MAKING AN APPLICATION FOR OUR IPO SHARES.

9.1 RISKS RELATING TO OUR BUSINESS

9.1.1 We require certain registration, approvals, licences and permits to operate our business

Malaysia's construction industry is regulated, with various government bodies governing the approval of licences and certificates including the CIDB, which governs the operations of our Group in Malaysia. As such, we are bound by the terms of the licences and certificates awarded by such authority, which dictates the types and nature of activities we engage in. These licences and certificates also accord us privileges such as the ability to submit and participate in tenders for construction projects throughout Malaysia without restriction in the value of the projects.

Under the CIDB Act, it is mandatory for all contractors (whether main contractors or sub-contractors) to register with the CIDB before undertaking and completing any construction work in Malaysia. As at LPD, we have obtained the requisite licences, permits and approvals to conduct our operations in Malaysia. In particular, EIPT is a Grade G7 contractor registered with the CIDB and with this Grade G7 registration, EIPT has the ability to tender for construction projects without restriction in the value of the projects. In addition, our Group has also obtained the SEDA and EC licence to carry out our renewable energy power solutions projects.

All licences and certificates are granted subject to our compliance with conditions imposed by the relevant authorities and/ or under the relevant laws, rules or regulations. Such licences and certificates are valid for a limited period of time and subject to periodic reviews and renewal by the relevant authorities. Please refer to the Section 6.7 for further details of the licences of our Group and relevant validity periods.

As at LPD, our Group has not experienced any revocation or suspension of our licences and certificates prior to their expiration. We have also been successful in renewing our existing licences and certificates with the relevant authorities, and obtaining new licences where required. However, there can be no assurance that our licences and certificates will not be revoked or suspended prior to their expiration or that we may be able to renew such licences, and certificates from the relevant authorities. Any revocation or non-renewal of our licences and certificates by the relevant authorities or failure on our part to obtain new licences and certificates from the relevant authorities if required will have a material impact on our ability to continue our business operations and affect our financial performance.

9.1.2 The sustainability of our order book is dependent on our ability to secure new projects

As the nature of our business is project-based, our revenue is derived from the execution and completion of projects. As such, the sustainability of our order book is dependent on our ability to continuously secure projects from existing or new clients to replenish our order book. Our sustainability and future business performance will be adversely affected if we are unable to continuously secure new projects.

9. RISK FACTORS *(Cont'd)*

Our top 5 major clients accounted for 86.6%, 83.5%, 75.2% and 84.4% of our Group's revenue for FYE 2022, FYE 2023, FYE 2024 and FYE 2025 respectively. We may not be able to continue securing power engineering solutions contracts from our clients in the future. In the event that there is a significant reduction of power engineering solutions contracts from our existing clients in terms of contract value and we fail to secure power engineering solutions contracts from new clients, our business and profitability may be adversely affected.

In addition, our power engineering solutions business operates on a non-recurring and project-by-project basis. While we maintain business relationships with our top 5 major clients, we do not have long-term commitments with them. Further, the majority of our power engineering solutions projects were awarded through the tender process.

As at LPD, the total unbilled contract value of our ongoing projects based on LOAs and purchase orders received was RM99.89 million, which is expected to sustain our business until FYE 2027. Although we have 17 ongoing projects as at LPD, there is no assurance that we will be able to continuously secure new and sizeable projects promptly, nor is there any assurance that the new projects we secured will be commercially favourable to us in terms of the overall project profitability. If we are unable to secure new and sizeable projects promptly, our order book may reduce over time and this would adversely affect our business and financial performance.

Our order book is also subject to the risk of termination or suspension of projects, and variations that may reduce the scope of work of our projects. During FYE 2022 to 2025 and up to LPD, we did not experience any material delay of projects by our clients, and nor did we experience any suspension or termination of projects by our clients. Notwithstanding this, there is no assurance that our current order book can be sustained in the future nor can we provide any assurance that the implementation of the projects that are currently in our order book, shall not be delayed, suspended or cancelled. Any delays, suspensions or cancellations may lead to an adverse effect on our business and financial performance.

9.1.3 We are dependent on the purchases of equipment and components for our power engineering solutions projects

Purchases of equipment and components for our power engineering solutions projects comprised 89.7%, 78.1%, 73.1% and 78.8% of our cost of sales in FYE 2022 to 2025.

The major components and equipment that we purchased during FYE 2022 to 2025 comprised:

	Audited			
	FYE 2022	**FYE 2023**	**FYE 2024**	**FYE 2025**
	% of total purchases	**% of total purchases**	**% of total purchases**	**% of total purchases**
Fuel tanks	8.2	6.6	18.0	22.0
Generator sets	38.4	42.0	17.6	3.4
Control panels and systems	12.2	10.5	14.9	26.2
Valves	0.9	3.4	14.2	18.1
Power cables	9.5	8.0	13.0	6.5
Piping and fittings	4.1	5.9	6.8	7.4
Solar PV panels and inverters	15.9	9.8	5.5	1.4
Batteries	1.7	2.1	0.8	0.5
Others[(1)]	9.1	11.7	9.2	14.5
	100.0	**100.0**	**100.0**	**100.0**

9. RISK FACTORS *(Cont'd)*

Note:

(1) Includes tools, spare parts and diesel

During FYE 2022 to 2025, the equipment and components that comprised a significant portion of our total purchases were:

- fuel tanks which comprised 8.2%, 6.6%, 18.0% and 22.0%;
- generator sets which comprised 38.4%, 42.0%, 17.6% and 3.4%;
- control panels and systems which comprised 12.2%, 10.5%, 14.9% and 26.2%;
- valves which comprised 0.9%, 3.4%, 14.2% and 18.1%;
- power cables which comprised 9.5%, 8.0%, 13.0% and 6.5%; and
- solar PV panels and inverters which comprised 15.9%, 9.8%, 5.5% and 1.4% respectively.

Collectively, the abovementioned equipment and components comprised 85.1%, 80.3%, 83.2% and 77.6% of our total purchases respectively during FYE 2022 to 2025. During FYE 2022 to 2025 and up to LPD, we did not experience any material disruptions in the supply of the abovementioned equipment and components. Notwithstanding this, any prolonged supply disruptions or loss of suppliers for the abovementioned equipment and components without timely replacement from alternative sources could result in delays in completing projects, or an inability to meet delivery deadlines, thereby adversely impacting our business and financial performance.

Further, the equipment and components that we purchase, namely fuel tanks, generator sets, control panels and system, valves, pipes and fittings are made from steel-based materials, while power cables contain copper. As a result, our Group is exposed to fluctuations in the prices of steel and copper due to, among others, global price fluctuations arising from factors such as global economic conditions, geopolitical events, demand and supply conditions and production capacity.

For information, the global annual average prices of steel declined from USD25,834 per metric tonne in FYE 2022 to USD21,521 per metric tonne in FYE 2023, then to USD16,814 per metric tonne in FYE 2024 and further to USD15,162 per metric tonne in FYE 2025. Comparatively, the global annual average prices of copper declined from USD8,822 per metric tonne in FYE 2022 to USD8,490 per metric tonne in FYE 2023 before rising to USD9,142 per metric tonne in FYE 2024 and to USD9,946 per metric tonne in FYE 2025.

The recent war in the Middle East since February 2026 has disrupted shipping across the Strait of Hormuz and resulted in a surge in crude oil prices and transportation costs as well as affected supply chains. Any of these could lead to higher cost of equipment and components that we source from our suppliers due to higher raw material and transportation costs. In the event we are unable to pass on such increases in costs to our clients or source equipment and components from alternative suppliers at more competitive prices, our business and financial performance may be adversely affected. Notwithstanding the increase in the price of diesel from our suppliers from RM3.00 per litre in January 2026 to RM6.00 per litre in March 2026, our total purchases of diesel increased from RM9,900 in January 2026 to RM24,000 in March 2026, which is not material to our Group as we do not use diesel significantly in our projects.

9. RISK FACTORS *(Cont'd)*

During FYE 2022 to 2025, we did not experience any material financial and operational impact from the fluctuations in steel and copper prices, nor did we experience any material changes in component and material prices. Notwithstanding this, any increase in the market prices of steel and copper may lead to an increase in the cost of our power engineering solutions. If we are unable to pass on the increases in costs to our clients, our financial performance may be adversely affected.

9.1.4 We are dependent on our Executive Directors, key senior management and technical personnel

Our success and growth depend on our ability to identify, hire, train and retain suitable skilled and qualified employees, including management personnel with the requisite industry expertise. Ir. Albert Chang and Sharon Mak, our Executive Directors, have over 24 and 23 years of experience in the power engineering solutions industry, respectively. Our key senior management also have considerable long working experience in their respective professions. The loss of any of our Executive Directors or a significant number of our key senior management may have a material adverse effect on our business if we are unable to find suitable replacements in a timely manner.

Due to the specialised and technical nature of the services that we provide in relation to power engineering solutions, our Group's current and future prospects are dependent on the abilities, knowledge, experience and competency of our skilled technical personnel, among which include engineers and competent personnel such as engineers, chargemen and wiremen as well as project team. We rely on the availability of our skilled personnel for the design, supply, installation, testing, commissioning and maintenance of power engineering solutions projects.

The ability of our Group to maintain the loyalty of our skilled technical personnel is vital to our Group's continual business operations. There is no guarantee that we can continue to maintain such working relationships in the future.

Therefore, our ability to retain and attract a competent base of skilled workforce is crucial for our business to continue growing and achieving favourable performance. Should these skilled personnel leave our Group simultaneously or within a short span of time without suitable or timely replacement, our business and financial performance could be adversely affected.

9.1.5 We may not be able to successfully implement our business strategies and future plans

Our business strategies and future plans include:

- establishing a new headquarters cum warehouse in Selangor;
- expanding our solutions to include building energy efficiency systems;
- venturing into Thailand which has a growing data centre market; and
- opening a branch office cum warehouse in Johor.

Please refer to Section 7.18 for further information on our business strategies and future plans.

The implementation of these business strategies and future plans involves capital expenditure as well as other operating expenses such as premise rental, equipment acquisitions as well as employee recruitment and salaries. Our financial performance may be adversely affected if we are not able to secure sufficient contracts from existing and/ or new clients following the implementation of the abovementioned business strategies and plans due to, among others, any unforeseen economic conditions. Further, any postponements or delays in implementing our business strategies and future plans may adversely affect our future financial performance.

9. RISK FACTORS *(Cont'd)*

Our plan to continue expanding our business regionally involves venturing and setting up offices in Johor, Malaysia, as well as overseas in Bangkok, Thailand. The venture into overseas countries exposes us to the following risks:

(i) Market entry risk

In venturing into new foreign markets, we may be unfamiliar with local laws, rules and regulations, and the business and operating environments. We may not be able to anticipate all the business and operational risks arising from our future plans and strategies. Further, in conducting our business in Thailand we need to comply with foreign laws and regulations covering various aspects of our operations, including company laws, labour laws and licensing regulations, and these laws and regulations may change, or be updated and amended, from time to time, which are beyond our control.

(ii) Credit risk

Potential clients in Thailand have varying degrees of creditworthiness which exposes us to the risk of non-payment by them. In the event these clients default on their payments, our operating cash flows, financial condition and results of operations could be materially and adversely affected.

(iii) Integration risk

We may not be able to effectively manage the integration of the businesses in Thailand with our existing business. The process of integration may result in unforeseen issues and may require our management's attention and financial resources that would otherwise be available for the development of our existing operations or other expansions, which in turn could negatively impact our earnings and growth.

There is no assurance that the implementation of our business strategies and future plans will be successful, nor will we be able to anticipate and mitigate all the risks and uncertainties that may arise during the implementation of these business strategies and plans, which may adversely affect our business operations and financial performance.

9.1.6 We are exposed to the risk of LAD if we fail to complete our projects on time

Our power engineering solutions projects are subject to certain completion timeline and budgets. Our projects may be materially delayed or disrupted due to unforeseen circumstances that are beyond our expectation or control, including unexpected geological conditions, unforeseen engineering challenges, unfavourable environment or site conditions issues and adverse weather conditions. The timely completion of power engineering solutions projects also depends on various external factors, which may include securing the necessary permits or approvals from the relevant government agencies or authorities on a timely basis, adequacy in the supply of equipment and materials and availability of workers.

While we have not experienced any material adverse financial effects for material delay in the completion of our power engineering solutions projects, any material delay or disruption to our power engineering solutions projects may result in project cost overruns and may attract negative reputation and legal uncertainties such as the imposition of LAD if the delay is caused by us and time extension for project completion is not approved by our clients.

LAD may be deducted from our balance payment or retention sum under the contract. In such instances, our total revenue generated from the project and accordingly, our profitability of the project would be reduced. As such, timeliness in completing our projects is crucial in maintaining our Group's financial performance and reputation in the industry.

9. RISK FACTORS *(Cont'd)*

Our Group is exposed to the risk of our clients calling upon our tender bond or performance bond on a project. During FYE 2022 to 2025 and up to LPD, we did not experience any incidences of our clients calling upon our tender bond or performance bond on a project.

In addition, our clients may instigate legal proceedings or litigations against us for any losses sustained by them if we or any of our subcontractors fail to complete projects in accordance with the terms specified in the relevant contracts. We may need to protect our interest through litigations, the outcome of which is uncertain and may divert our management's attention from our business operations and possibly result in legal costs. These litigation costs, together with the payment of damages, could adversely affect our business and financial performance.

9.1.7 We may receive defects liability claims from clients

The DLP for our contracts with clients generally range from 12 to 24 months from handover of the project. Typically, a retention sum equivalent to 5.0% to 10.0% of the total contract sum will be retained by the client for a period of 12 to 24 months. Depending on the terms of the contract, the retention sum will usually be released in two tranches, whereby the first tranche (representing 50.0% of the total retention sum) will be released upon handover, while the remaining 50.0% will be released upon the expiration of the DLP.

During the DLP, we are responsible to repair, rectify and make good any defects which may surface or be identified at our cost and expenses. For materials supplied by our suppliers or works undertaken by our subcontractors, we will require them to either replace defective materials or restore defective works to the required specifications without additional cost or expense to us.

The terms of our LOAs and purchase orders to subcontractors allow us to claim any damages or compensation in the event of non-performance, late or poor performance by our subcontractors. To the extent we are unable to seek recourse from our suppliers and subcontractors, we would be liable for the repair costs and damages which will in turn increase our project costs. If such defects are material, our reputation, business operations and financial performance will be materially and adversely affected.

During FYE 2022 to 2025 and up to LPD, we have not experienced any defect liability claims or any claims for compensation and retention sum asserted by our clients against us, which had materially affected our business and financial performance. Nevertheless, there can be no assurance that we will not be subject to any material defect liability claims in the future which may have an adverse impact on our business and financial performance.

9.1.8 We may experience a timing mismatch between the collection of progress payments from clients and payments to suppliers and subcontractors

Generally, we receive progress payment for power engineering solutions projects from our clients on a periodic basis, with reference to the value of work done. We purchase various construction materials to complete our works, and delegate specific work tasks to different subcontractors. As such, we would record significant cash outflow in the event that we undertake too many substantial projects during a particular period of time.

We rely on cash inflow from our clients to meet our payment obligations to our suppliers and subcontractors. Our cash inflow is dependent on prompt settlement of progress payments, and timely release of retention monies by our clients. There is no assurance that our clients can pay us on time and in full upon their respective credit period. Any failure by our clients to make payment on time and in full may lead to mismatch on cash flow which would adversely and materially affect our cash flow and financial performance.

9. RISK FACTORS *(Cont'd)*

Further, a portion of our progress payments is retained by clients as a retention sum. A portion of the contract value, typically 5.0% to 10.0% of the total contract sum, is usually withheld by our clients as a retention sum from the progress payment to us and will generally be released after the DLP. During FYE 2022 to 2025, retention sums of approximately RM1.82 million, RM4.20 million, RM4.26 million and RM6.04 million, respectively were retained by our clients.

While the retention sum would normally be released in equal proportion upon completion of the project and at the end of the DLP, respectively, there can be no assurance that progress payments and existing retention sum or any future retention sum will be remitted by our clients to us on a timely basis. Any failure by our clients to make timely or full remittance may have an adverse effect on our future financial condition.

9.1.9 Our insurance coverage may not be sufficient to cover potential losses

Our insurance policies may not fully cover all the potential losses incurred from damages or liabilities in relation to our business operations. There are certain exposures which are generally excluded from the insurance policies that we have procured or which are not commercially viable to procure for market reasons. Such exposures may include potential losses due to war, terrorism, pollution, fraud, professional negligence and acts of God. Our insurers may become impaired and find themselves financially unable to meet claims.

We presently maintain insurance policies covering workmen's compensation, construction all risks, public liability and fire which includes perils (storms). If we suffer from any losses, damages or liabilities in the course of our business operations beyond our existing insurance coverage, we may not have sufficient funds to cover such losses, damages or liabilities. Any resulting payment from our own internal source to cover such losses, damages or liabilities may have a material adverse effect on our business and financial position. While we have not made any material claims during the financial years under review and up to LPD, there is no assurance that our insurance coverage will be sufficient to cover all potential losses, damages or liabilities we may face.

9.1.10 We may not be able to successfully market our building energy efficiency systems solutions

Our business strategies and future plans in relation to expanding our solutions to include building energy efficiency systems is subject to:

- capital expenditure that includes the purchase of equipment and systems; and
- availability of skilled and experienced engineers and technicians.

Please refer to Section 7.18(b) for further information.

There can be no assurance that we can successfully venture into this new segment and be able to anticipate all the risks and uncertainties such as failure to secure new purchase orders or customers, delay in delivery of equipment and systems or delays in installation works. In addition, we cannot provide any assurance that this venture will be commercially successful as we have no direct experience in building energy efficiency systems solutions. Further, we are also exposed to competition risk.

Hence, our prospects and future business growth in relation to expanding our solutions to include building energy efficiency systems is dependent on our ability to implement and execute our strategies and plans effectively and promptly. Any failure in executing our strategies and plans may have a material and adverse impact on our business and future financial performance.

9. RISK FACTORS *(Cont'd)*

9.2 RISKS RELATING TO OUR INDUSTRY

9.2.1 We are dependent on the data centre, construction and property development markets

Our operations and power engineering solutions projects are based in Malaysia. Any policy that may have a negative impact on the investment sentiment in Malaysia may adversely affect the general economy of Malaysia and hence the prospects of the data centre, construction and property development markets in Malaysia.

The future growth of the data centre market in Malaysia depends, to a certain extent, on supportive government policies such as tax incentives, favourable electricity tariffs, access to adequate and affordable water supply for the cooling of data centres, literacy rates, low occurrence of natural disasters and availability of land at attractive prices. Any adverse developments in the abovementioned factors may negatively affect the future capital investment decisions and the development of data centres in Malaysia, which would ultimately affect demand for our Group's mission critical power solutions.

The future growth of the construction and property development markets in Malaysia to depend on the continued availability of major construction and property development projects, whereby the nature, extent and timing of such projects is subject to various factors, including Government spending on construction projects in Malaysia, market cycle of the property market in Malaysia which affects the demand for construction and property development projects, and fluctuation in the prices of construction materials. These factors may affect the availability of construction projects.

In the event of a decrease in demand for data centre services, construction services or the demand for properties in Malaysia is weak over the longer term, our business and financial performance could be adversely affected. Other factors affecting the data centre, construction and property development markets include cyclical trends in the economy as a whole, fluctuations in interest rates and the availability of new projects. If Malaysia experiences any adverse economic conditions due to events beyond our control, such as local economic downturn, natural disasters or contagious disease outbreaks, or if the local authorities adopt regulations that place additional restrictions or burdens on us or on our industry in general, our overall business and financial performance could be adversely affected.

9.2.2 The delivery of our power engineering solutions projects may involve foreign workers

The power engineering solutions industry depends, to a certain degree, on foreign workers, arising from the reliance of industry players on subcontractors who employ foreign labour to carry out construction and installation works.

During FYE 2022 to 2025 and up to LPD, we have not employed any foreign workers as employees of our Group. However, the subcontractors that we engage for our power engineering solutions projects may employ foreign labour to carry out labour intensive works for the completion of our power engineering solutions projects, where required.

As foreign workers originate from various countries, any unfavourable changes of labour policies and visa restrictions in these countries and Malaysia may cause disruptions to our project site works and business operations if our subcontractors face a shortage of foreign workers. Further, the supply of foreign workers in Malaysia is subject to the policies and regulations imposed by the Government from time to time. As a result, our subcontractors may face shortage in workers to meet their manpower requirements for the completion of our projects.

As at LPD, our Group has not encountered any past incidents of shortage of workers and manpower which had adversely affected our projects.

9. RISK FACTORS *(Cont'd)*

9.2.3 We operate in a competitive industry

We operate in a competitive industry with a pool of industry players that compete for power engineering solutions projects. Some of our competitors may have stronger brand names, greater access to capital, longer operating histories, more established relationships with their clients, as well as greater marketing and other resources than we do. Due to the market in which we compete, additional competitors with significant market presence and financial resources may enter the market provided that they have the relevant expertise, qualifications and are granted the requisite licences, thereby intensifying the competition. These competitors may reduce our market share by adopting more aggressive pricing policies or by developing services that gain wider market acceptance than our services.

Further, our market position depends on our ability to anticipate and respond to various competitive factors, including effective cost control, technical expertise and timely completion of contracts to meet clients' project completion schedules. There can be no assurance that the competition in the tender process will not intensify in the future and if we fail to maintain or improve our market position or fail to respond successfully to changes in the competitive landscape, our business and financial performance may be adversely affected.

9.2.4 We are subject to political, social, economic and regulatory risks

Adverse changes and/ or developments in political, social, economic and regulatory conditions in Malaysia and countries where we intend to venture into would adversely affect our business and financial performance. These risks include changes in political leadership, changes in foreign exchange rate policy and changes in government policies, geopolitical events, general economic and business conditions, fiscal and monetary policies, tax policies, repatriation of profits, exchange control measures, unemployment trends, changes in international bilateral relationships, war outbreaks, and other matters that may influence business confidence and spending. These events are beyond our control, and the occurrence of one or more of these events may affect our business operations and financial performance.

Notwithstanding the above, we have not experienced adverse or material changes in political, social, economic and regulatory conditions which have had a material impact on our business in the past. However, there can be no assurance that adverse political, economic and regulatory changes, which are beyond our control, will not affect our Group's businesses in the future.

Our plans to continue expanding our business regionally involves venturing into Thailand, and this exposes our Group to market entry risk, credit risk and integration risk. Please refer to Section 9.1.5 for further details.

9.2.5 Our power engineering solutions projects are subject to weather conditions and natural disasters

Weather conditions, natural disasters and other acts of God which are beyond our control may materially and adversely affect the economy, construction activities and our business, as a result of which our operations and financial performance may also be adversely affected. Political unrest may also cause damage or disruption to our business, our employees and our markets, any of which could materially and adversely affect our overall results of operations and financial condition. In addition, power failures or fire could cause disruption in our operations or cause delays in our project completion schedules.

9. RISK FACTORS *(Cont'd)*

9.3 RISKS RELATING TO THE INVESTMENT IN OUR SHARES

9.3.1 No prior trading market for our Shares

There was no public trading market for our Shares prior to our Listing. Hence, there is no assurance that upon our Listing, an active market for our Shares will develop, or, if developed, that such a market can be sustained. Our IPO Price was determined after taking into consideration various factors including but not limited to our business strategies and future plans, as well as our financial and operating history.

There can be no assurance that our IPO Price will correspond to the price at which our Shares will be traded on the ACE Market, upon or subsequent to our Listing, and the market price of our Shares will not decline below the IPO Price.

9.3.2 There may be a potential delay to or cancellation of our Listing

Our Listing may be aborted or delayed due to possible occurrences of certain events, which include, among others, the following:

(a) the selected investors fail to subscribe for the portions of our IPO Shares;

(b) our Underwriter exercises its rights under the Underwriting Agreement to discharge itself from its obligations therein;

(c) we are unable to meet the minimum public shareholding spread requirement under the Listing Requirements, whereby at least 25.0% of our total number of Shares for which our Listing is sought must be held by a minimum number of 200 public shareholders each holding not less than 100 Shares at the point of our Listing; and/ or

(d) the revocation of the approvals from the relevant authorities for our Listing for whatever reason.

If any of these events occur, investors will not receive any Shares and we will return in full without interest, all monies paid in respect of the Application within 14 days, failing which the provisions of Section 243(2) of the CMSA shall apply. Our Company shall be liable to return such monies with interest at the rate of 10.0% per annum or at such other rate as may be specified by the SC upon expiration of that period until the full refund is made.

If our Listing is aborted and/ or terminated, and our Shares have been allotted to the investors, a return of monies to the investors could only be achieved by way of cancellation of share capital as provided under Sections 116 or 117 of the Act and its related rules. Such cancellation requires the approval of shareholders by special resolution in a general meeting, with sanction of the High Court of Malaya or with notice to be sent to the Director General of the Inland Revenue Board (IRB) and ROC within 7 days of the date of the special resolution, and us meeting the solvency requirements under Section 117(3) of the Act. There can be no assurance that such monies can be recovered within a short period of time in such circumstances.

Nonetheless, our Board will endeavour to comply with the various regulatory requirements, including, inter alia, public shareholding spread requirements for our Listing. However, there can be no assurance that the abovementioned factors/ events will not cause a delay in or non-implementation of our Listing.

9. RISK FACTORS *(Cont'd)*

9.3.3 The trading and performance of our Shares following our Listing is subject to fluctuations

Upon completion of our Listing, the trading price of our Shares could be subject to significant fluctuation due to factors specific to our Group or industry in which our Group is operating. Some factors may not be within our control and are unrelated or disproportionate to our financial results. These factors may include, among others, variations in the results of our operations, changes in analyst's recommendations or projections, changes in general market conditions and broad market fluctuations.

The performance of the stock market is also affected by the external factors such as the performance of the regional and world bourses, inflow or outflow of foreign funds, economic and political conditions of the country as well as the growth potential of the various sectors of the economy. These factors invariably contribute to the volatility of trading volumes witnessed on the stock market, thus adding risks to the market price of our Shares.

9.4 OTHER RISKS

9.4.1 Our Promoters can exercise significant control over our Company

Upon Listing, our Promoters will collectively hold approximately 60.2% of our enlarged number of issued Shares. As a result, they will be able to effectively control the business direction and management of our Group and as such there can be no assurance that the interests of our Promoters will be aligned with those of our other shareholders. The interests of our Promoters may differ from the interests of our other shareholders, and they may be able to exercise significant influence over the vote of our Shares. Our Promoters could also have significant influence in determining the outcome of any corporate transactions or other matters submitted to our shareholders for approval. This includes the election of Directors, approval of business ventures and having substantial voting control over our Group. As such, our Promoters will have a deciding vote on the outcome of any ordinary resolution (which requires a simple majority of 50.0% plus 1 voting share) to be tabled at general meeting, unless they are required to abstain from voting by law, relevant guidelines or regulations.

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10. RELATED PARTY TRANSACTIONS

10.1 RELATED PARTY TRANSACTIONS

Save for the Acquisition and as disclosed below, there were no transactions, existing and/ or potential, entered or to be entered into by our Group which involve the interests, direct or indirect, of our Directors, substantial shareholders and/ or persons connected with them which are material to our Group during FYE 2022 to 2025 and up to LPD:

						Transaction value									
						FYE 2022		FYE 2023		FYE 2024		FYE 2025		1 January 2026 up to LPD	
No.	Related party	Transacting company in our Group	Interested person	Nature of relationship	Nature of transaction	RM'000	%	RM'000	%	RM'000	%	RM'000	%	RM'000	(1)%
(i)	OCK	EIPT	OCK	OCK is our Promoter and substantial shareholder	Interest income charged by EIPT to OCK arising from the advances made by EIPT to OCK	6	(3)1.2	291	(3)33.6	27	(3)2.2	-	-	-	-
			Datuk Wira Ooi Chin Khoon	Datuk Wira Ooi Chin Khoon is our Non-Independent Non-Executive Director, and the Group Managing Director of OCK. He is also our substantial shareholder through his direct and indirect interests in OCK	Advances made by EIPT to OCK for working capital purposes	(400)	(4)5.8	(5,000)	(4)59.3	-	-	-	-	-	-
			Datuk Low Hock Keong	Datuk Low Hock Keong is our Non-Independent Non-Executive Director, and the Group Chief Executive Officer & Executive Director of OCK	Repayment from OCK to EIPT in respect of the advances made by EIPT to OCK	900	(4)13.0	1,000	(4)11.9	4,000	(4)27.6	-	-	-	-

10. RELATED PARTY TRANSACTIONS *(Cont'd)*

No.	Related party	Transacting company in our Group	Interested person	Nature of relationship	Nature of transaction	Transaction value									
						FYE 2022		FYE 2023		FYE 2024		FYE 2025		1 January 2026 up to LPD	
						RM'000	%	RM'000	%	RM'000	%	RM'000	%	RM'000	(1)%
(ii)	OCK Setia Engineering	EIPT	OCK Datuk Wira Ooi Chin Khoon Datuk Low Hock Keong	OCK is our Promoter and substantial shareholder. OCK Setia Engineering is a subsidiary of OCK. OCK Setia Engineering was our former substantial shareholder Datuk Wira Ooi Chin Khoon is our Non-Independent Non-Executive Director, and the Group Managing Director of OCK. He is also our substantial shareholder through his direct and indirect interests in OCK Datuk Low Hock Keong is our Non-Independent Non-Executive Director, and the Group Chief Executive Officer & Executive Director of OCK	Supply and installation of solar inverters by EIPT to OCK Setia Engineering(6)	43	(2)0.1	58	(2)0.1	-	-	-	-	-	-
					Provision of roof structure analysis services by EIPT to OCK Setia Engineering(7)	-	-	-	-	6	(2)<0.1	-	-	-	-
					Interest income charged by EIPT to OCK Setia Engineering arising from the advances made by EIPT to OCK Setia Engineering	348	(3)70.7	413	(3)47.7	768	(3)63.9	149	(3)21.2	-	-
					Advances made by EIPT to OCK Setia Engineering for working capital purposes	(3,580)	(4)51.6	-	-	(11,000)	(4)76.0	-	-	-	-
					Repayment from OCK Setia Engineering to EIPT in respect of the advances made by EIPT to OCK Setia Engineering	3,030	(4)43.7	5,650	(4)67.1	1,500	(4)10.4	9,500	(4)47.9	-	-

10. RELATED PARTY TRANSACTIONS *(Cont'd)*

No.	Related party	Transacting company in our Group	Interested person	Nature of relationship	Nature of transaction	Transaction value									
						FYE 2022		FYE 2023		FYE 2024		FYE 2025		1 January 2026 up to LPD	
						RM'000	%	RM'000	%	RM'000	%	RM'000	%	RM'000	[1]%
					Management fees and company events expenses charged by OCK Setia Engineering to EIPT[8]	(81)	[5]2.6	(117)	[5]3.5	(185)	[5]4.4	(73)	[5]1.2	-	-
(iii)	OCK M&E	EIPT	OCK Datuk Wira Ooi Chin Khoon Datuk Low Hock Keong	OCK is our Promoter and substantial shareholder OCK M&E is a subsidiary of OCK Setia Engineering, which in turn is a subsidiary of OCK Datuk Wira Ooi Chin Khoon is our Non-Independent Non-Executive Director, and the Group Managing Director of OCK. He is also our substantial shareholder through his direct and indirect interests in OCK Datuk Low Hock Keong is our Non-Independent Non-Executive Director, and the Group Chief Executive Officer & Executive Director of OCK	Interest income charged by EIPT to OCK M&E arising from the advances made by EIPT to OCK M&E	-	-	96	[3]11.1	274	[3]22.8	63	[3]9.0	-	-
					Advances made by EIPT to OCK M&E for working capital purposes	-	-	(3,000)	[4]35.6	(2,000)	[4]13.8	-	-	-	-
					Repayment from OCK M&E to EIPT in respect of the advances made by EIPT to OCK Setia Engineering	-	-	-	-	1,000	[4]6.9	4,000	[4]20.2	-	-

10. RELATED PARTY TRANSACTIONS *(Cont'd)*

No.	Related party	Transacting company in our Group	Interested person	Nature of relationship	Nature of transaction	Transaction value									
						FYE 2022		FYE 2023		FYE 2024		FYE 2025		1 January 2026 up to LPD	
						RM'000	%	RM'000	%	RM'000	%	RM'000	%	RM'000	(1)%
(iv)	OCK Telco Infra	EIPT	OCK Datuk Wira Ooi Chin Khoon Datuk Low Hock Keong	OCK is our Promoter and substantial shareholder OCK Tower Infra is a subsidiary of OCK Sea Towers Pte Ltd, which in turn is a subsidiary of OCK.	Administrative fee charged by EIPT to OCK Telco Infra arising from the utilisation of bank facility by OCK Telco Infra	-	-	39	(3)4.5	-	-	-	-	-	-
				Datuk Wira Ooi Chin Khoon is our Non-Independent Non-Executive Director, and the Group Managing Director of OCK. He is also our substantial shareholder through his direct and indirect interests in OCK Datuk Low Hock Keong is our Non-Independent Non-Executive Director, and the Group Chief Executive Officer & Executive Director of OCK	Interest income charged by EIPT to OCK Telco Infra arising from the advances made by EIPT to OCK Telco Infra	-	-	-	-	77	(3)6.4	5	(3)0.7	-	-
					Payment made by EIPT on behalf of OCK Telco Infra for utilisation of EIPT's banking facility	-	-	(40)	(4)0.5	-	-	-	-	-	-
					Advances made by EIPT to OCK Telco Infra for working capital purposes	-	-	-	-	(1,500)	(4)10.4	-	-	-	-
					Repayment from OCK Telco Infra to EIPT in respect of the payment on behalf by EIPT for utilisation of EIPT's banking facility	-	-	40	(4)0.5	-	-	-	-	-	-

10. RELATED PARTY TRANSACTIONS *(Cont'd)*

No.	Related party	Transacting company in our Group	Interested person	Nature of relationship	Nature of transaction	Transaction value									
						FYE 2022		FYE 2023		FYE 2024		FYE 2025		1 January 2026 up to LPD	
						RM'000	%	RM'000	%	RM'000	%	RM'000	%	RM'000	[1]%
					Repayment from OCK Telco Infra to EIPT in respect of the advances made by EIPT to OCK Telco Infra	-	-	-	-	-	-	1,500	[4]7.6	-	-
(v)	Milab Marketing	EIPT	OCK Datuk Wira Ooi Chin Khoon Datuk Low Hock Keong	OCK is our Promoter and substantial shareholder. Milab Marketing is a subsidiary of OCK Datuk Wira Ooi Chin Khoon is our Non-Independent Non-Executive Director, and the Group Managing Director of OCK. He is also our substantial shareholder through his direct and indirect interests in OCK Datuk Low Hock Keong is our Non-Independent Non-Executive Director, and the Group Chief Executive Officer & Executive Director of OCK	Supply and installation of solar PV modules by EIPT to Milab Marketing[6]	1,056	[2]2.7	1,663	[2]4.0	2,169	[2]4.3	1,310	[2]1.7	293	N/A

10. RELATED PARTY TRANSACTIONS *(Cont'd)*

No.	Related party	Transacting company in our Group	Interested person	Nature of relationship	Nature of transaction	Transaction value									
						FYE 2022		FYE 2023		FYE 2024		FYE 2025		1 January 2026 up to LPD	
						RM'000	%	RM'000	%	RM'000	%	RM'000	%	RM'000	(1)%
(vi)	SSPSB	EIPT	OCK	OCK is our Promoter and substantial shareholder	Supply and installation of solar PV modules and inverters by EIPT to SSPSB(6)	-	-	26	(2)0.1	200	(2)0.4	983	(2)1.3	-	-
			Datuk Wira Ooi Chin Khoon	Milab Marketing is a subsidiary of OCK. SSPSB is a subsidiary of Milab Marketing											
			Datuk Low Hock Keong	Datuk Wira Ooi Chin Khoon is our Non-Independent Non-Executive Director, and the Group Managing Director of OCK. He is also our substantial shareholder through his direct and indirect interests in OCK											
				Datuk Low Hock Keong is our Non-Independent Non-Executive Director, and the Group Chief Executive Officer & Executive Director of OCK											

10. RELATED PARTY TRANSACTIONS *(Cont'd)*

No.	Related party	Transacting company in our Group	Interested person	Nature of relationship	Nature of transaction	Transaction value									
						FYE 2022		FYE 2023		FYE 2024		FYE 2025		1 January 2026 up to LPD	
						RM'000	%	RM'000	%	RM'000	%	RM'000	%	RM'000	(1)%
(vii)	GL II Sdn Bhd	EIPT	OCK	OCK is our Promoter and substantial shareholder	Supply and installation of solar PV modules by EIPT to GL II Sdn Bhd(6)	-	-	-	-	54	(2)0.1	-	-	-	-
			Datuk Wira Ooi Chin Khoon	Milab Marketing is a subsidiary of OCK. Green Leadership Sdn Bhd is a subsidiary of Milab Marketing. GL II Sdn Bhd is a subsidiary of Green Leadership Sdn Bhd											
			Datuk Low Hock Keong	Datuk Wira Ooi Chin Khoon is our Non-Independent Non-Executive Director, and the Group Managing Director of OCK. He is also our substantial shareholder through his direct and indirect interests in OCK											
				Datuk Low Hock Keong is our Non-Independent Non-Executive Director, and the Group Chief Executive Officer & Executive Director of OCK											

10. RELATED PARTY TRANSACTIONS *(Cont'd)*

No.	Related party	Transacting company in our Group	Interested person	Nature of relationship	Nature of transaction	Transaction value									
						FYE 2022		FYE 2023		FYE 2024		FYE 2025		1 January 2026 up to LPD	
						RM'000	%	RM'000	%	RM'000	%	RM'000	%	RM'000	[1]%
(viii)	Sunvoltic[9]	EIPT	EIPT	OCK is our Promoter and substantial shareholder. Sunvoltic was a former subsidiary of OCK	Interest income charged by EIPT to Sunvoltic arising from the advances made by EIPT to Sunvoltic	1	[3]0.2	-	-	-	-	-	-	-	-
			Ir. Albert Chang												
			OCK	Sunvoltic was also a former associate company of EIPT	Repayment from Sunvoltic to EIPT in respect of the advances made by EIPT to Sunvoltic[10]	50	[4]0.7	-	-	-	-	-	-	-	-
			Datuk Wira Ooi Chin Khoon	Ir. Albert Chang is our Promoter, substantial shareholder and Executive Director/ Chief Executive Officer											
			Datuk Low Hock Keong	Datuk Wira Ooi Chin Khoon is our Non-Independent Non-Executive Director, and the Group Managing Director of OCK. He is also our substantial shareholder through his direct and indirect interests in OCK											
				Datuk Low Hock Keong is our Non-Independent Non-Executive Director, and the Group Chief Executive Officer & Executive Director of OCK											

10. RELATED PARTY TRANSACTIONS *(Cont'd)*

Notes:

(1) The percentage of the related party transaction is not calculated as the financial statements up to LPD was not prepared.

(2) Calculated based on our Group's revenue for each of the respective financial years.

(3) Calculated based on our Group's other income for each of the respective financial years.

(4) Calculated based on our Group's NA for each of the respective financial years.

(5) Calculated based on our Group's administrative expenses for each of the respective financial years.

(6) These transactions will subsist after our Listing.

(7) This transaction will not subsist after our Listing.

(8) The management fees and company events expenses were incurred pursuant to general management or administrative services such as finance, HR, IT and company events services rendered to our Group by OCK Setia Engineering. Since June 2025, our Group has ceased utilising any of OCK Setia Engineering's resources as we assembled our own management team to undertake our finance, HR and IT functions.

(9) Sunvoltic was incorporated on 20 January 2021 and was dormant since incorporation. It was incorporated with the intention to undertake EPCC of solar PV systems. EIPT previously held 50.0% equity interests in Sunvoltic whilst the remaining 50.0% equity interests was held by Firatel Sdn Bhd (a subsidiary of OCK). On 6 October 2022, the shareholders of Sunvoltic have approved a voluntary winding-up and commenced its members' voluntary winding-up process. It had been dissolved on 30 September 2024.

(10) Being repayment for the advances provided by our Group to Sunvoltic in FYE 2021 of RM0.05 million for working capital purposes. The advances provided to Sunvoltic were conducted on arm's length basis as interest was charged.

(aa) The related party transactions set out below, were not conducted on arm's length basis as our Group did not procure comparable quotes to ascertain the market rate of such transactions as the individual transaction was immaterial and are one-off in nature between both the related parties:

- provision of roof structure analysis services by EIPT to OCK Setia Engineering (item (ii) above for FYE 2024); and
- administrative fees charged by EIPT to OCK Telco Infra for utilisation of EIPT's banking facility (item (iv) above for FYE 2023).

10. RELATED PARTY TRANSACTIONS *(Cont'd)*

(bb) The management fees and company events expenses charged by OCK Setia Engineering to EIPT for FYE 2022 to 2025 (item (ii) above), were not conducted on arm's length basis as our Group did not procure comparable quotes to ascertain the market rate of such transactions as the individual transaction was immaterial. For clarification, the management fees were calculated based on the manhour spent by OCK Setia Engineering's personnels and company events fees were directly charged to EIPT without any mark-up to the cost incurred.

(cc) The supply and installation of solar inverters and/ or modules by our Group as set out in item (ii) above in FYE 2023, item (vi) above in FYE 2023 and 2024 as well as item (vii) above in FYE 2024, were not conducted on arm's length basis as there were no comparable quotation obtained from unrelated third parties. For our Group's EPCC of renewable energy power solutions, our Group generally charge our clients for the supply of solar inverters and/ or modules and the corresponding installation works. For the supply of such solar inverters and/ or modules, the prices charged for these transactions were conducted on arm's length basis and on competitive commercial terms. However, for the installation works, as our Group performed replacement of solar inverters and/ or modules to the related parties which our Group does not perform for other third parties as at LPD, there is no comparable quotations by our Group for similar replacement services which we would provide to third parties. In addition, installation works charges are generally charged based on different complexity/ scope and duration for the project to be completed. These transactions will subsist after our Listing.

(dd) The payment on behalf of OCK Telco Infra for utilisation of EIPT's banking facility as set out in item (iv) above in FYE 2023 was not conducted on arm's length basis as the administrative fee charged by EIPT to OCK Telco Infra were based on a 1.5% per annum on the amount utilised by OCK Telco Infra. Our Group did not procure comparable quotes for the administrative fee charged to OCK Telco Infra as it was a one-off charge. The nature of such payment on behalf was in relation to the utilisation of EIPT's banking facility by OCK Telco Infra for OCK Telco Infra's working capital requirements. This transaction will not subsist after Listing.

As at LPD, all advances and payments made on behalf of our Group's related parties have been fully settled. Moving forward, our Group will not provide any advances to or payments on behalf of our Group's related parties, and will also not receive any advances from our Group's related parties or payments on behalf of our Group.

Save as disclosed above, our Board is of the view that all other related party transactions were conducted on arm's length basis and on competitive commercial terms, which are not more favourable to the related parties than those generally available to the public and are not detrimental to our Group, based on the following basis:

(i) interest charged for advances provided by EIPT to our Group's related parties (i.e. OCK, OCK Setia Engineering, OCK M&E, OCK Telco Infra and Sunvoltic) from FYE 2022 to 2025 were applied at the standard rate charged by independent financial institutions;

(ii) supply and installation of solar inverters by our Group as set out in item (ii) above in FYE 2022, was based on comparable quotations obtained from unrelated third party;

10. RELATED PARTY TRANSACTIONS *(Cont'd)*

(iii) supply and installation of solar PV modules by our Group as set out in item (v) above in FYE 2022 to 2025 and from 1 January 2026 up to LPD, were based on comparable quotations obtained from unrelated third party; and

(iv) supply and installation of solar inverters and/ or modules by our Group as set out in item (vi) above in FYE 2025, were based on comparable quotations obtained from unrelated third party.

As at LPD, there are no other related party transactions entered into by our Group but not yet effected.

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10. RELATED PARTY TRANSACTIONS *(Cont'd)*

Moving forward, in order to ensure that related party transactions are undertaken on arm's length basis and on normal commercial terms, we have established the following procedures:

(a) Recurrent related party transactions

(i) at least 2 other contemporaneous transactions with third parties for similar products and/or quantities will be used as comparison, wherever possible, to determine if the price and terms offered by related parties are fair and reasonable and comparable to those offered by other third parties for the same or substantially similar type of products/ services and/ or quantities; or

(ii) if quotation or comparative pricing from third parties cannot be obtained, the transaction price will be determined by our Group based on those offered by other third parties for substantially similar type of transaction to ensure that the recurrent related party transactions are not detrimental to us.

Our Board shall seek mandate from shareholders to enter into any recurrent related party transactions at a general meeting. Due to its time-sensitive nature, the shareholders' mandate will enable us to enter into such recurrent transactions which are transacted in our ordinary course of business without having to convene numerous general meetings to approve such recurrent transactions as and when they are entered into.

(b) Other related party transactions

(i) whether the terms of the related party transaction are fair and on arm's length basis to our Group and would apply on the same basis if the transaction did not involve a related party;

(ii) the rationale for our Group to enter into the related party transaction and the nature of alternative transactions, if any; and

(iii) whether the related party transaction would present a conflict of interest between our Group and the related parties, taking into account the size of the transaction and the nature of the related parties' interest in the transaction.

Where required under the Listing Requirements, a related party transaction may require prior approval of shareholders at a general meeting to be convened. An independent adviser may be appointed to comment as to whether the related party transaction is fair and reasonable so far as the shareholders are concerned; and whether the transaction is to the detriment of minority shareholders. In such instances, the independent adviser shall also advise minority shareholders on whether they should vote in favour of the transaction.

For related party transactions that require shareholders' approval, our Directors, major shareholders and/ or persons connected with such Director or major shareholder, which have any interest, direct or indirect, in the proposed related party transaction will abstain from voting in respect of their direct and/or indirect shareholdings. Where a person connected with a Director or major shareholder has interest, direct or indirect, in any proposed related party transactions, the Director or major shareholder concerned will also abstain from voting in respect of his direct and/or indirect shareholdings. Such interested Directors and/or major shareholders will also undertake that he shall ensure that the persons connected with him will abstain from voting on the resolution approving the proposed related party transaction at the general meeting. The relevant directors who are deemed interested or conflicted in such transactions shall also abstain from our Board deliberations and voting on the Board resolutions relating to these transactions.

10. RELATED PARTY TRANSACTIONS *(Cont'd)*

In addition, to safeguard the interest of our Group and our minority shareholders, and to mitigate any potential conflict of interest situation, our Audit and Risk Management Committee will, amongst others, supervise and monitor any related party transaction and the terms thereof and report to our Board for further action. If a member of our Audit and Risk Management Committee has an interest in any related party transaction, he/ she will abstain from participating in the review and approval process in relation to that transaction. Where necessary, our Board would make appropriate disclosures in our annual report with regard to any related party transaction entered into by us.

10.2 OTHER TRANSACTIONS

10.2.1 Transactions entered into that are unusual in their nature or conditions

There were no transactions that were unusual in their nature or conditions, involving goods, services, tangible or intangible assets, to which our Group was a party for FYE 2022 to 2025, and up to LPD.

10.2.2 Outstanding loans (including guarantees of any kind)

(a) Outstanding loans and/ or balances

As at LPD, there are no outstanding loans made by our Group to/ for the benefit of a related party or granted by the related parties for the benefit of our Group.

(b) Guarantees

As at LPD, our Promoters namely, OCK and Ir. Albert Chang have individually provided personal and corporate guarantees for banking and hire purchase facilities extended by the following financial institutions ("**Financiers**"):

Financiers	Type of facilities	Outstanding balance as at LPD	Facility limit	Guarantor
		RM'000	**RM'000**	
AmBank (M) Berhad	• 1 trade facility	6,632	15,000	• OCK
	• 1 overdraft facility	-	500	• OCK
United Overseas Bank (Malaysia) Berhad	• 1 trade facility	7,459	10,000	• OCK
	• 1 overdraft facility	-	500	• OCK
	• 1 foreign exchange contracts facility	-	8,200	• OCK
Hong Leong Bank Berhad	• 1 trade facility	1,885	5,000	• OCK
	• 1 overdraft facility	-	500	• OCK
Public Bank Berhad	• 1 hire purchase facility	30	99	• Ir. Albert Chang
		16,006	**39,799**	

10. RELATED PARTY TRANSACTIONS *(Cont'd)*

In conjunction with our Listing, we have applied to the Financiers to obtain conditional consent for the release and/ or discharge of the personal guarantees and assignment of insurance policy by substituting the same with a corporate guarantee from our Company and/ or other securities from our Group acceptable to the Financiers.

Until such release and/ or discharge are obtained from the respective Financiers, OCK and Ir. Albert Chang will continue to guarantee and the personal and/ or corporate guarantees will remain intact as security for the banking facilities and hire purchase facilities extended to our Group.

As at LPD, we have received conditional approvals from all our Financiers, namely AmBank (M) Berhad, United Overseas Bank (Malaysia) Berhad, Hong Leong Bank Berhad and Public Bank Berhad (subject to, among others, our Listing) to discharge the above guarantees by substituting the same with a corporate guarantee from our Company and/ or other securities from our Group acceptable to the financial institutions.

(c) Financial assistance provided for the benefit of a related party

As at LPD, there is no financial assistance provided by us for the benefit of any related party.

(d) Financial assistance provided for the benefit of our Group

As at LPD, there is no financial assistance provided by any related party for the benefit of our Group.

10.2.3 Transactions entered into with M&A Securities

Save as disclosed below, we have not entered into any transactions with M&A Securities who is the Adviser, Sponsor, Underwriter and Placement Agent for our Listing:

(a) Agreement dated 17 February 2025 between EIPT and M&A Securities for the appointment of M&A Securities as Adviser, Placement Agent and Sponsor for our Listing; and

(b) Underwriting Agreement dated 2 April 2026 entered into between our Company and M&A Securities for the underwriting of 66,500,000 Issue Shares.

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11. CONFLICT OF INTEREST

11.1 INTEREST IN SIMILAR BUSINESS AND IN BUSINESSES OF OUR CLIENTS, SUPPLIERS AND/ OR SUBCONTRACTORS

Save as disclosed below, as at LPD, none of our Directors and substantial shareholders has any interest, direct or indirect, in other businesses and corporations which are carrying on a similar trade as our Group, or which are clients, suppliers and/ or subcontractors of our Group:

11.1.1 Entities which are carrying on a similar or related trade

(i) Milab Group (being subsidiaries of OCK)

The details of Milab Group which are involved in the renewable energy industry and the nature of the interest of the directors and substantial shareholders are as follows:

No.	Company	Principal activity	Nature of interest
(a)	Milab Marketing	Owns and operates solar PV assets, as well as generation of renewable energy	OCK is our Promoter and substantial shareholder. Milab Marketing is a subsidiary of OCK Datuk Wira Ooi Chin Khoon is our Non-Independent Non-Executive Director. He is also the Group Managing Director and substantial shareholder of OCK. He is our substantial shareholder through his indirect interest in OCK Datuk Low Hock Keong is our Non-Independent Non-Executive Director. He is also the Group Chief Executive Officer/ Executive Director of OCK
(b)	Azminas Sdn Bhd	Operates solar PV assets and generation of renewable energy	OCK is our Promoter and substantial shareholder. Azminas Sdn Bhd is a subsidiary of Milab Marketing and an indirect subsidiary of OCK Datuk Wira Ooi Chin Khoon is our Non-Independent Non-Executive Director. He is also the Group Managing Director and substantial shareholder of OCK. He is our substantial shareholder through his indirect interest in OCK Datuk Low Hock Keong is our Non-Independent Non-Executive Director. He is also the Group Chief Executive Officer/ Executive Director of OCK

11. CONFLICT OF INTEREST *(Cont'd)*

No.	Company	Principal activity	Nature of interest
(c)	Gabungan Milab Sdn Bhd	Operates solar PV assets and generation of renewable energy	OCK is our Promoter and substantial shareholder. Gabungan Milab Sdn Bhd is a subsidiary of Milab Marketing and an indirect subsidiary of OCK Datuk Wira Ooi Chin Khoon is our Non-Independent Non-Executive Director. He is also the Group Managing Director and substantial shareholder of OCK. He is our substantial shareholder through his indirect interest in OCK Datuk Low Hock Keong is our Non-Independent Non-Executive Director. He is also the Group Chief Executive Officer/ Executive Director of OCK
(d)	Novel Energy Sdn Bhd	Operates solar PV assets and generation of renewable energy	OCK is our Promoter and substantial shareholder. Novel Energy Sdn Bhd is a subsidiary of Milab Marketing and an indirect subsidiary of OCK Datuk Wira Ooi Chin Khoon is our Non-Independent Non-Executive Director. He is also the Group Managing Director and substantial shareholder of OCK. He is our substantial shareholder through his indirect interest in OCK Datuk Low Hock Keong is our Non-Independent Non-Executive Director. He is also the Group Chief Executive Officer/ Executive Director of OCK
(e)	Suluk Damai Sdn Bhd	Operates solar PV assets and generation of renewable energy	OCK is our Promoter and substantial shareholder. Suluk Damai Sdn Bhd is a subsidiary of Milab Marketing and an indirect subsidiary of OCK Datuk Wira Ooi Chin Khoon is our Non-Independent Non-Executive Director. He is also the Group Managing Director and substantial shareholder of OCK. He is our substantial shareholder through his indirect interest in OCK Datuk Low Hock Keong is our Non-Independent Non-Executive Director. He is also the Group Chief Executive Officer/ Executive Director of OCK

11. CONFLICT OF INTEREST *(Cont'd)*

No.	Company	Principal activity	Nature of interest
(f)	Epic Solartech Sdn Bhd	Operates solar PV assets and generation of renewable energy	OCK is our Promoter and substantial shareholder. Epic Solartech Sdn Bhd is a subsidiary of Milab Marketing and an indirect subsidiary of OCK Datuk Wira Ooi Chin Khoon is our Non-Independent Non-Executive Director. He is also the Group Managing Director and substantial shareholder of OCK. He is our substantial shareholder through his indirect interest in OCK Datuk Low Hock Keong is our Non-Independent Non-Executive Director. He is also the Group Chief Executive Officer/ Executive Director of OCK
(g)	Energenetic Sdn Bhd	Operates solar PV assets and generation of renewable energy	OCK is our Promoter and substantial shareholder. Energenetic Sdn Bhd is a subsidiary of Milab Marketing and an indirect subsidiary of OCK Datuk Wira Ooi Chin Khoon is our Non-Independent Non-Executive Director. He is also the Group Managing Director and substantial shareholder of OCK. He is our substantial shareholder through his indirect interest in OCK Datuk Low Hock Keong is our Non-Independent Non-Executive Director. He is also the Group Chief Executive Officer/ Executive Director of OCK
(h)	Tanda Hebat Sdn Bhd	Operates solar PV assets and generation of renewable energy	OCK is our Promoter and substantial shareholder. Tanda Hebat Sdn Bhd is a subsidiary of Milab Marketing and an indirect subsidiary of OCK Datuk Wira Ooi Chin Khoon is our Non-Independent Non-Executive Director. He is also the Group Managing Director and substantial shareholder of OCK. He is our substantial shareholder through his indirect interest in OCK Datuk Low Hock Keong is our Non-Independent Non-Executive Director. He is also the Group Chief Executive Officer/ Executive Director of OCK

11. CONFLICT OF INTEREST *(Cont'd)*

No.	Company	Principal activity	Nature of interest
(i)	Powerlator Sdn Bhd	Operates solar PV assets and generation of renewable energy	OCK is our Promoter and substantial shareholder. Powerlator Sdn Bhd is a subsidiary of Milab Marketing and an indirect subsidiary of OCK Datuk Wira Ooi Chin Khoon is our Non-Independent Non-Executive Director. He is also the Group Managing Director and substantial shareholder of OCK. He is our substantial shareholder through his indirect interest in OCK Datuk Low Hock Keong is our Non-Independent Non-Executive Director. He is also the Group Chief Executive Officer/ Executive Director of OCK
(j)	Frontier Integrator (Sabah) Sdn Bhd	Operates solar PV assets and generation of renewable energy	OCK is our Promoter and substantial shareholder. Frontier Integrator (Sabah) Sdn Bhd is a subsidiary of Milab Marketing and an indirect subsidiary of OCK Datuk Wira Ooi Chin Khoon is our Non-Independent Non-Executive Director. He is also the Group Managing Director and substantial shareholder of OCK. He is our substantial shareholder through his indirect interest in OCK Datuk Low Hock Keong is our Non-Independent Non-Executive Director. He is also the Group Chief Executive Officer/ Executive Director of OCK
(k)	SSPSB	Owns and operates solar PV assets, as well as generation of renewable energy	OCK is our Promoter and substantial shareholder. SSPSB is a subsidiary of Milab Marketing and an indirect subsidiary of OCK Datuk Wira Ooi Chin Khoon is our Non-Independent Non-Executive Director. He is also the Group Managing Director and substantial shareholder of OCK. He is our substantial shareholder through his indirect interest in OCK Datuk Low Hock Keong is our Non-Independent Non-Executive Director. He is also the Group Chief Executive Officer/ Executive Director of OCK

11. CONFLICT OF INTEREST *(Cont'd)*

No.	Company	Principal activity	Nature of interest
(l)	Sinar Lebar Sdn Bhd	Operates solar PV assets and generation of renewable energy	OCK is our Promoter and substantial shareholder. Sinar Lebar Sdn Bhd is a subsidiary of Milab Marketing and an indirect subsidiary of OCK Datuk Wira Ooi Chin Khoon is our Non-Independent Non-Executive Director. He is also the Group Managing Director and substantial shareholder of OCK. He is our substantial shareholder through his indirect interest in OCK Datuk Low Hock Keong is our Non-Independent Non-Executive Director. He is also the Group Chief Executive Officer/ Executive Director of OCK
(m)	Aliran Tokoh Sdn Bhd	Operates solar PV assets and generation of renewable energy	OCK is our Promoter and substantial shareholder. Aliran Tokoh Sdn Bhd is a subsidiary of Milab Marketing and an indirect subsidiary of OCK Datuk Wira Ooi Chin Khoon is our Non-Independent Non-Executive Director. He is also the Group Managing Director and substantial shareholder of OCK. He is our substantial shareholder through his indirect interest in OCK Datuk Low Hock Keong is our Non-Independent Non-Executive Director. He is also the Group Chief Executive Officer/ Executive Director of OCK
(n)	Green Leadership Sdn Bhd	Owns and operates solar PV assets, as well as generation of renewable energy	OCK is our Promoter and substantial shareholder. Green Leadership Sdn Bhd is a subsidiary of Milab Marketing and an indirect subsidiary of OCK Datuk Wira Ooi Chin Khoon is our Non-Independent Non-Executive Director. He is also the Group Managing Director and substantial shareholder of OCK. He is our substantial shareholder through his indirect interest in OCK Datuk Low Hock Keong is our Non-Independent Non-Executive Director. He is also the Group Chief Executive Officer/ Executive Director of OCK

11. CONFLICT OF INTEREST *(Cont'd)*

No.	Company	Principal activity	Nature of interest
(o)	GL II Sdn Bhd	Owns and operates solar PV assets, as well as generation of renewable energy	OCK is our Promoter and substantial shareholder. GL II Sdn Bhd is a subsidiary of Green Leadership Sdn Bhd (a subsidiary of Milab Marketing) and an indirect subsidiary of OCK Datuk Wira Ooi Chin Khoon is our Non-Independent Non-Executive Director. He is also the Group Managing Director and substantial shareholder of OCK. He is our substantial shareholder through his indirect interest in OCK Datuk Low Hock Keong is our Non-Independent Non-Executive Director. He is also the Group Chief Executive Officer/ Executive Director of OCK
(p)	GL III Sdn Bhd	Owns and operates solar PV assets, as well as generation of renewable energy	OCK is our Promoter and substantial shareholder. GL III Sdn Bhd is a subsidiary of Green Leadership Sdn Bhd (a subsidiary of Milab Marketing) and an indirect subsidiary of OCK Datuk Wira Ooi Chin Khoon is our Non-Independent Non-Executive Director. He is also the Group Managing Director and substantial shareholder of OCK. He is our substantial shareholder through his indirect interest in OCK Datuk Low Hock Keong is our Non-Independent Non-Executive Director. He is also the Group Chief Executive Officer/ Executive Director of OCK

As disclosed above, Milab Group are the subsidiaries of OCK and are principally involved in the business of owning and operating solar PV assets as well as generation of renewable energy. Meanwhile, our Group is principally involved in the provision of renewable energy power solutions for various properties such as industrial and commercial buildings as well as solar farms.

11. CONFLICT OF INTEREST *(Cont'd)*

As such, our Board is of the view that any potential conflict of interest between EIP Group with Milab Group by virtue of them operating in the same renewable energy industry, is mitigated by the following:

(aa) **Business activities:** Our Group is operating in different segments of the renewable energy industry as compared to the Milab Group. Our Group undertakes the EPCC of solar PV systems for clients under the renewable energy power solutions segment (which is also a subset of power engineering industry), whereas Milab Group owns and operates solar PV assets from which it generates renewable energy. Arising from these different business activities, our Group's revenue from the EPCC of solar PV systems is project based, while Milab Group derives recurrent revenue from the generation of renewable energy from the solar PV assets that it owns and operates.

Given that the end products/ solutions and target customers between our Group and Milab Group is different, our Group is not exposed to any intra-group competition or competitive conflicts with Milab Group. Furthermore, our Group does not have any plans to venture into owning and operating solar PV assets for the generation of renewable energy in Malaysia at this juncture. For avoidance of doubt, there is no restriction preventing our Group from venturing into owning and operating solar PV assets as well as generation of renewable energy in Malaysia. To further mitigate any potential conflict of business, Milab Group has provided irrevocable written undertaking letter dated 30 July 2025, addressed to our Board that Milab Group shall refrain from venturing into EPCC of mission critical power solutions, conventional power solutions and renewable energy power solutions or any business activities that are in competition with our Group in and outside Malaysia. The undertaking shall remain in effect from the date of the undertaking letter and continue for as long as OCK is the major shareholder of EIP.

(bb) **Business operations:** Our Group operates its business independently from Milab Group. In this regard, (i) our Group relies on its own expertise and resources in undertaking the EPCC of solar PV systems works; and (ii) our Group's financial, operational and management functions are separate from Milab Group. Our Group has a separate management team from Milab Group. In addition, our Group's businesses are operated and managed independently from Milab Group. Our Group does not have common key senior management with Milab Group.

Our Group is led by Ir. Albert Chang who is our Group's Executive Director/ Chief Executive Officer together with Sharon Mak who is our Executive Director/ Chief Operating Officer; while Milab Group is led by Datuk Wira Ooi Chin Khoon and Datuk Low Hock Keong who are OCK Group's Group Managing Director and Group Chief Executive Officer/ Executive Director, respectively.

As such, there is no dependency between our Group and Milab Group in terms of common management, resources and operations.

11. CONFLICT OF INTEREST *(Cont'd)*

(cc) **Interested persons' role in our Group:** OCK is our Group's Promoter and substantial shareholder. Other than having 2 corporate representatives on EIP's Board, OCK does not participate in the day-to-day business of our Group.

Datuk Wira Ooi Chin Khoon is our Group's indirect shareholder (held through OCK). Further, Datuk Wira Ooi Chin Khoon and Datuk Low Hock Keong are OCK's corporate representatives on our Board. As Non-Independent Non-Executive Directors, they do not participate in the day-to-day business of our Group. In the event of any related party transactions between our Group and Pro forma OCK Group, Datuk Wira Ooi Chin Khoon and Datuk Low Hock Keong will abstain from all Board deliberations.

(dd) **Related party transactions and dependency:** Save for the supply and installation of solar PV modules under the provision of renewable energy power solutions segment to Milab Group amounting to RM1.06 million, RM1.69 million, RM2.42 million, RM2.29 million and RM0.29 million from FYE 2022 to 2025 and from 1 January 2026 up to LPD respectively, there were no other transactions between our Group and Milab Group for the same period. In terms of revenue contributed by Milab Group to our Group, the highest revenue contribution from Milab Group accounts for only 3.0% of our Group's total revenue in FYE 2025. As such, our Group has no business dependency on Milab Group.

(ii) OCK M&E (being subsidiary of OCK)

The details of OCK M&E which is involved in the M&E engineering industry and the nature of the interest of the directors and substantial shareholders are as follows:

No.	Company	Principal activity	Nature of interest
(a)	OCK M&E	Provision of M&E engineering services	OCK is our Promoter and substantial shareholder. OCK M&E is a subsidiary of OCK Datuk Wira Ooi Chin Khoon is our Non-Independent Non-Executive Director. He is also the Group Managing Director and substantial shareholder of OCK. He is our substantial shareholder through his indirect interest in OCK Datuk Low Hock Keong is our Non-Independent Non-Executive Director. He is also the Group Chief Executive Officer/ Executive Director of OCK

As disclosed above, OCK M&E is a subsidiary of OCK and is principally involved in the provision of M&E engineering services. Our Group on the other hand, undertakes EPCC of mission critical power solutions, conventional power solutions and renewable energy power solutions.

11. CONFLICT OF INTEREST *(Cont'd)*

Notwithstanding the above, our Board is of the view that such conflict of interest between our Group with OCK M&E, is mitigated by the following:

(aa) **Business activities:** Our Group operates in the power engineering industry while OCK M&E operates in the M&E engineering industry. Our Group undertakes the EPCC of mission critical power solutions, conventional power solutions and renewable energy power solutions. Comparatively, OCK M&E is involved in the provision of M&E engineering services relating to the installation of MV, LV and ELV distribution systems for commercial properties. Given that our Group's power engineering services support the installation of various power generation systems, our Group is not exposed to any intra-group competition or competitive conflicts with OCK M&E. Furthermore, our Group does not have any plans to venture into the provision of M&E engineering services relating to the installation of MV, LV and ELV distribution systems for commercial properties. For avoidance of doubt, there is no restriction preventing our Group from venturing into the provision of M&E engineering services relating to the installation of MV, LV and ELV distribution systems for commercial properties in Malaysia. To further mitigate any potential conflict of business, OCK M&E has provided irrevocable written undertaking letter dated 30 July 2025, addressed to our Board that OCK M&E shall refrain from venturing into EPCC of mission critical power solutions, conventional power solutions and renewable energy power solutions or any business activities that are in competition with our Group in and outside Malaysia. The undertaking shall remain in effect from the date of the undertaking letter and continue for as long as OCK is the major shareholder of EIP.

(bb) **Business operations:** Our Group operates its business independently from OCK M&E. In this regard, (i) our Group relies on its own expertise and resources in undertaking EPCC of mission critical power solutions, conventional power solutions and renewable energy power solutions; and (ii) our Group's financial, operational and management functions are separate from OCK M&E. Our Group has a separate management team from OCK M&E. In addition, our Group's businesses are operated and managed independently from OCK M&E. Our Group do not have common key senior management with OCK M&E.

Our Group is led by Ir. Albert Chang who is the Executive Director/ Chief Executive Officer together with Sharon Mak who is our Executive Director/ Chief Operating Officer; while OCK M&E are led by Datuk Wira Ooi Chin Khoon and Datuk Low Hock Keong who are OCK Group's Group Managing Director and Group Chief Executive Officer/ Executive Director, respectively.

As such, there is no dependency between our Group and OCK M&E in terms of common management, resources and operations.

11. CONFLICT OF INTEREST *(Cont'd)*

(cc) **Interested persons' role in our Group:** OCK is the Promoter and substantial shareholder. Other than having 2 corporate representatives on EIP's Board, OCK does not participate in the day-to-day business of our Group.

Datuk Wira Ooi Chin Khoon is the indirect shareholder (held through OCK). Further, Datuk Wira Ooi Chin Khoon and Datuk Low Hock Keong are OCK's corporate representatives on the Board. As Non-Independent Non-Executive Directors, they do not participate in the day-to-day business of our Group. In the event of any related party transactions between our Group and Pro forma OCK Group, Datuk Wira Ooi Chin Khoon and Datuk Low Hock Keong will abstain from all Board deliberations.

(dd) **Related party transactions and dependency:** Save for the advances made by EIPT to OCK M&E and repayment by OCK M&E as well interest charged to OCK M&E for the advances provided from FYE 2022 to 2025 and up to LPD, there were no business transactions between our Group with OCK M&E from FYE 2022 to 2025 and from 1 January 2026 up to LPD. As such, our Group has no business dependency on OCK M&E.

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11. CONFLICT OF INTEREST *(Cont'd)*

11.1.2 Entities which are clients of our Group

(i) Pro forma OCK Group (comprising companies listed as (a) to (d) below)

The details of our Group's clients which are Pro forma OCK Group as well as the nature of the interest of the directors and substantial shareholders are as follows:

No.	Company	Principal activity	Nature of interest
(a)	OCK Setia Engineering	Provision of turnkey telecommunications network services	OCK is our Promoter and substantial shareholder. OCK Setia Engineering is a subsidiary of OCK Datuk Wira Ooi Chin Khoon is our Non-Independent Non-Executive Director. He is also the Group Managing Director and substantial shareholder of OCK. He is our substantial shareholder through his indirect interest in OCK Datuk Low Hock Keong is our Non-Independent Non-Executive Director. He is also the Group Chief Executive Officer/ Executive Director of OCK
(b)	Milab Marketing	Owns and operates solar PV assets as well as generation of renewable energy	OCK is our Promoter and substantial shareholder. Milab Marketing is a subsidiary of OCK Datuk Wira Ooi Chin Khoon is our Non-Independent Non-Executive Director. He is also the Group Managing Director and substantial shareholder of OCK. He is our substantial shareholder through his indirect interest in OCK Datuk Low Hock Keong is our Non-Independent Non-Executive Director. He is also the Group Chief Executive Officer/ Executive Director of OCK

11. CONFLICT OF INTEREST *(Cont'd)*

No.	Company	Principal activity	Nature of interest
(c)	SSPSB	Owns and operates solar PV assets as well as generation of renewable energy	OCK is our Promoter and substantial shareholder. SSPSB is a subsidiary of Milab Marketing and an indirect subsidiary of OCK Datuk Wira Ooi Chin Khoon is our Non-Independent Non-Executive Director. He is also the Group Managing Director and substantial shareholder of OCK. He is our substantial shareholder through his indirect interest in OCK Datuk Low Hock Keong is our Non-Independent Non-Executive Director. He is also the Group Chief Executive Officer/ Executive Director of OCK
(d)	GL II Sdn Bhd	Owns and operates solar PV assets as well as generation of renewable energy	OCK is our Promoter and substantial shareholder. GL II Sdn Bhd is a subsidiary of Green Leadership Sdn Bhd (a subsidiary of Milab Marketing) and an indirect subsidiary of OCK Datuk Wira Ooi Chin Khoon is our Non-Independent Non-Executive Director. He is also the Group Managing Director and substantial shareholder of OCK. He is our substantial shareholder through his indirect interest in OCK Datuk Low Hock Keong is our Non-Independent Non-Executive Director. He is also the Group Chief Executive Officer/ Executive Director of OCK

For FYE 2022 to 2025 and up to LPD, our Group has also provided renewable energy power solutions to Pro forma OCK Group for (i) supply and installation of solar PV modules and/ or inverters; and (ii) roof structure analysis for installation of rooftop solar panel for Pro forma OCK Group.

Please refer to Section 10.1 for details of the provision of services from our Group to Pro forma OCK Group. None of the companies within the Pro forma OCK Group are our Group's top 5 major clients, suppliers and/ or subcontractors for FYE 2022 to 2025 and from 1 January 2026 up to LPD.

11. CONFLICT OF INTEREST *(Cont'd)*

Notwithstanding the business transactions between our Group with Pro forma OCK Group (comprising companies listed as (a) to (d) in the table above), our Board is of the view that such conflict of interest between our Group and the transacting companies is mitigated by the following:

(aa) **Business activities:** As disclosed in Section 11.1.2(i), our Group and Pro forma OCK Group (comprises companies listed as (a) to (d) in the table above) have different principal business activities and serve in different industries or different segments of the renewable energy industry. As such, our Group and Pro forma OCK Group do not compete with each other. However, to further mitigate any potential conflict of business, Pro forma OCK Group has also provided an irrevocable written undertaking letter dated 30 July 2025, addressed to our Board that Pro forma OCK Group shall refrain from venturing into EPCC of mission critical power solutions, conventional power solutions and renewable energy power solutions or any business activities that are in competition with our Group in and outside Malaysia. The undertaking shall remain in effect from the date of the undertaking letter and continue for as long as OCK is the major shareholder of EIP.

(bb) **Business operations:** Our Group operates its business independently from Pro forma OCK Group. In this regard, (i) our Group relies on its own expertise and resources in undertaking EPCC of mission critical power solutions, conventional power solutions and renewable energy power solutions; and (ii) our Group's financial, operational and management functions are separate from Pro forma OCK Group. Our Group and Pro forma OCK Group each have separate management teams and our Group's and Pro forma OCK Group's businesses are operated and managed independently by the respective management teams. There is no common key senior management between our Group and Pro forma OCK Group.

Our Group is led by Ir. Albert Chang who is our Executive Director/ Chief Executive Officer together with Sharon Mak who is our Executive Director/ Chief Operating Officer; while Pro forma OCK Group is led by Datuk Wira Ooi Chin Khoon and Datuk Low Hock Keong who are Pro Forma OCK Group's Group Managing Director and Group Chief Executive Officer/ Executive Director, respectively.

(cc) **Interested persons' role in our Group:** OCK is our Promoter and substantial shareholder. Other than having 2 corporate representatives on the Board, OCK Group does not participate in the day-to-day business of our Group.

Datuk Wira Ooi Chin Khoon is our Group's indirect shareholder (held through OCK). Further, Datuk Wira Ooi Chin Khoon and Datuk Low Hock Keong are OCK's corporate representatives on the Board. As Non-Independent Non-Executive Directors, they do not participate in the day-to-day business of our Group. In the event of any related party transactions between our Group and Pro forma OCK Group, Datuk Wira Ooi Chin Khoon and Datuk Low Hock Keong will abstain from all Board deliberations.

11. CONFLICT OF INTEREST *(Cont'd)*

(dd) **Related party transactions and dependency:** The related party transactions which are trade in nature between our Group and those companies listed in (a) to (d) in the table above under Pro forma OCK Group for FYE 2022 to 2025, accounted for 2.8%, 4.2%, 4.8% and 3.0% of our Group's total revenue for FYE 2022 to 2025 respectively:

	FYE 2022		FYE 2023		FYE 2024		FYE 2025		1 January 2026 up to LPD	
	RM'000	% of total revenue	RM'000	% of total revenue	RM'000	% of total revenue	RM'000	% of total revenue	RM'000	% of total revenue
OCK Setia Engineering	43	0.1	58	0.1	6	<0.1	-	-	-	N/A
Milab Marketing	1,056	2.7	1,663	4.0	2,169	4.3	1,310	1.7	293	N/A
SSPSB	-	-	26	0.1	200	0.4	983	1.3	-	N/A
GL II Sdn Bhd	-	-	-	-	54	0.1	-	-	-	N/A
	1,099	**2.8**	**1,747**	**4.2**	**2,429**	**4.8**	**2,293**	**3.0**	**293**	**N/A**
Total revenue	**39,510**	**100.0**	**42,067**	**100.0**	**50,440**	**100.0**	**77,395**	**100.0**	**N/A**	**N/A**

Note:

N/A The percentage of the related party transaction is not calculated as the financial statements from 1 January 2026 up to LPD was not prepared.

The highest revenue contribution from Pro forma OCK Group accounted for only 3.0% of our Group's total revenue in FYE 2025. As such, our Group is not dependent on Pro forma OCK Group for business.

For FYE 2022 to 2025 and from 1 January 2026 up to LPD, our Group did not engage Pro forma OCK Group as supplier nor subcontractor.

Premised on the above, our Board is of the view that the abovementioned conflict of interest situations of our Group are sufficiently mitigated.

11. CONFLICT OF INTEREST *(Cont'd)*

It is our Board's fiduciary duty to avoid conflict, and they are required to attend courses which provide them with guidance on their fiduciary duties. In order to mitigate any possible conflict of interest situation in the future, our Directors will declare to our Audit and Risk Management Committee and our Board their interests in other companies at the onset and as and when there are changes in their respective interests in companies outside our Group. Our Audit and Risk Management Committee will then first evaluate if such Director's involvement gives rise to an actual or potential conflict of interest with our Group's business after the disclosure provided by such Director. After a determination has been made on whether there is an actual or potential conflict of interest of a Director, our Audit and Risk Management Committee will then:

(a) immediately inform our Board of the conflict of interest situation; and

(b) make recommendations to our Board to direct the conflicted Director to:

  (i) withdraw from all his executive involvement in our Group in relation to the matter that has given rise to the conflict of interest (in the case where the conflicted Director is an Executive Director); and

  (ii) abstain from all Board deliberation and voting in the matter that has given rise to the conflict of interest.

In relation to (b)(ii) above, the conflicted Director and persons connected to him (if applicable) shall be absent from any Board discussion relating to the recommendation of our Audit and Risk Management Committee and the conflicted Director and persons connected to him (if applicable) shall not vote or in any way attempt to influence the discussion of, or voting on, the matter at issue. The conflicted Director, may, however at the request of the Chairman of our Board, be present at our Board meeting to answer any questions.

In circumstances where a Director is determined to have a significant, ongoing and irreconcilable conflict of interest with our Group, and where such conflict of interest significantly impedes the Director's ability to carry out his fiduciary responsibility to our Group, our Audit and Risk Management Committee may determine that a resignation of the conflicted Director from our Board is appropriate and necessary.

Where there are related party transactions between our Group with our Directors (or person connected to them) or companies in which our Directors (or person connected to them) have an interest, our Audit and Risk Management Committee will, amongst others, supervise and monitor such related party transaction and the terms thereof and report to our Board for further action. Please refer to Section 10.1 for the procedures to be taken to ensure that related party transactions (if any) are undertaken on arm's length basis.

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11. CONFLICT OF INTEREST *(Cont'd)*

11.2 OTHER CONSIDERATIONS ON OUR GROUP AND PRO FORMA OCK GROUP

11.2.1 Distinct business operations

OCK, our Promoter and substantial shareholder is an investment holding company while the principal business of its subsidiaries (excluding our Group) ("**Pro forma OCK Group**") comprises:

(a) telecommunication network services;
(b) trading of telecommunication network products;
(c) M&E engineering services;
(d) generation of renewable energy; and
(e) investment holding.

In this respect, the comparison between the principal business activities, main products/ services, client base and geographical market of our Group and Pro forma OCK Group are as follows:

Description	Our Group	Pro forma OCK Group
Business activities	• EPCC of mission critical power solutions comprising design, project management, supply, installation, testing and commissioning of diesel generation and fuel distribution systems for mission critical facilities such as data centre or facilities that are core to the operations of businesses, organisations and governments; • EPCC of conventional power solutions comprising design, project management, supply, installation, testing and commissioning of diesel generation and fuel distribution systems for commercial, industrial and residential buildings; and • EPCC of renewable energy power solutions comprising design, project management, supply, installation, testing and commissioning of solar PV systems for commercial and industrial buildings as well as solar farms.	• Provision of full turnkey telecommunication services comprising network planning, design and optimisation, network deployment, network operations and maintenance, energy management, infrastructure management, and other professional services as well as build, own and lease telecommunication infrastructure to the telecommunication operators; • Trading of telecommunication hardware and equipment materials such as antennas, feeder cables and connectors; • Provision of M&E services to the construction industry, which include amongst others, housing development projects, commercial high-rise buildings, hospitals and factories. Pro forma OCK Group also provides project management, supply and installation of M&E services; and • Owns and operates solar PV assets as well as generation of renewable energy.

11. CONFLICT OF INTEREST *(Cont'd)*

Description	Our Group	Pro forma OCK Group
Main products/ services	• Diesel generation and fuel distribution systems; and • Solar PV systems	• Telecommunication network services (i.e. telecommunication tower, full turnkey solutions, operation and maintenance of telecommunication infrastructure); • Telecommunication network equipment; • M&E engineering services; and • Renewable energy generated from solar PV assets
Client base	Mainly main contractors and project owners	Mainly telecommunications operators, government and public sector agencies as well as property developers
Geographical market	Malaysia and Thailand (future expansion plan)	Malaysia, Indonesia, Laos, Myanmar, Vietnam and Singapore

Notwithstanding the distinction between the business of our Group and Pro Forma OCK Group as set out in the table above, Pro forma OCK Group has provided an irrevocable written undertaking letter dated 30 July 2025, addressed to our Board that Pro forma OCK Group shall refrain from venturing into EPCC of mission critical power solutions, conventional power solutions and renewable energy power solutions or any or any business activities that is in competition with the business of our Group in and outside Malaysia. The undertaking shall remain in effect from the date of the undertaking letter and continue for as long as OCK is the major shareholder of EIP.

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11. CONFLICT OF INTEREST *(Cont'd)*

11.2.2 Operational independence

Our Group's operations are carried out independently from Pro forma OCK Group based on the following:

(a) Ir. Albert Chang, our Executive Director/ Chief Executive Officer, is responsible for developing growth strategies and business plans as well as managing the overall operations and business development of our Group. Sharon Mak, our Executive Director/ Chief Operating Officer, is responsible for implementing business growth plans, evaluating market potential and project feasibility as well as managing the sales and marketing activities of our Group. They are supported by other key senior management who have extensive knowledge and experience in our Group's business and play a significant role in the day-to-day operations as well as the implementation of our Group's business strategies;

(b) We currently operate primarily in our headquarters located in Shah Alam, Selangor, with an approximate total built-up area of 5,821.5 sq ft. Further, with the ongoing growth and expansion of our business, we intend to acquire and setup our new headquarters cum warehouse in Selangor as disclosed in Sections 4.9.1(a) and 7.18(a);

(c) We have our own HR and administration functions headed by Sharon Mak, our Executive Director/ Chief Operating Officer, where she is supported by 2 personnel with HR and administration expertise as at LPD. The HR and administration team also manages coordination with the outsourced IT service provider as part of its responsibilities. For clarification, prior to June 2025, our Group had rendered general management or administrative services from OCK Setia Engineering to undertake our HR and administration functions. Nevertheless, these functions were headed by Sharon Mak, who was actively involved in the day-to-day management and decision-making processes. Further, our Group has since June 2025 ceased utilising any of OCK Setia Engineering's resources as we have assembled our own management team. Notwithstanding the above, with the experience and familiarity of Sharon Mak in our HR and administration functions, she is capable to lead and oversee the recent establishment of our own management team to undertake these functions independently following the cessation of utilising OCK Setia Engineering's resources;

(d) Notwithstanding the business transactions between our Group with the Pro forma OCK Group as set out in Sections 10.1 and 11.1.2(i), none of the companies within the Pro forma OCK Group are our Group's top 5 major clients. Further, there is no dependency between our Group and Pro forma OCK Group in view of the following:

    (i) We are not dependent on Pro forma OCK Group as we do not purchase any supplies or source of any subcontracting services from Pro forma OCK Group as at LPD; and

    (ii) We have completed a total of 146 projects with a combined project value of RM188.24 million during FYE 2022 to 2025 and up to LPD. As at LPD, we also currently have a total of 17 ongoing projects with a total contract value of RM165.87 million and unbilled contract value of RM99.89 million or 60.2% of the total value, of which only RM0.53 million or 0.5% of our total unbilled order books were awarded by the Pro forma OCK Group.

After our Listing, our Board will ensure that related party transactions are undertaken on arm's length basis and on normal commercial terms based on the established procedures as set out in Section 10.1 where our Board shall seek mandate from shareholders to enter into any recurrent related party transactions at a general meeting and where required under the Listing Requirements, a related party transaction may require prior approval of shareholders at a general meeting to be convened.

11. CONFLICT OF INTEREST *(Cont'd)*

11.2.3 Financial independence

(a) Finance and accounting functions

As at LPD, both our Group and Pro forma OCK Group have separate finance and accounting functions. We have our own finance and accounting functions headed by Yong Shan Miao, our Head of Finance, where she is supported by 4 personnel with finance and accounting background as at LPD. Prior to her appointment as our Head of Finance in February 2025, our Group had rendered general management or administrative services from OCK Setia Engineering to undertake our finance and accounting functions. Nevertheless, these functions were headed by Sharon Mak, our Executive Director/ Chief Operating Officer, who was actively involved in the day-to-day management and decision-making processes. Further, our Group has since June 2025 ceased utilising any of OCK Setia Engineering's resources as we have assembled our own management team. Notwithstanding the above, with the experience and familiarity of Sharon Mak in our finance and accounting functions, she is capable to lead and oversee the recent establishment of our own management team to undertake these functions independently following the cessation of utilising OCK Setia Engineering's resources.

(b) Internal control

In conjunction with our Listing, we have appointed an internal control reviewer to perform our internal control review independently from the Pro forma OCK Group. Moving forward, the internal control reviewer shall report directly to our Audit and Risk Management Committee.

(c) Borrowings and financing arrangements

(i) As at LPD, there are no outstanding loans or financial assistance made by our Group to/ for the benefit of Pro forma OCK Group or granted by Pro forma OCK Group for the benefit of our Group. As at LPD, all advances provided by Pro forma OCK Group as disclosed in Section 10.1 have been fully settled. Moving forward, our Group will not receive any advances from our related parties, and will also not provide any advances to our related parties; and

(ii) Upon our Listing, all the corporate guarantees provided by OCK to the financial institutions to secure the banking facilities of our Group will be substituted with corporate guarantees from our Company as disclosed in Section 10.2.2(b).

11.2.4 Management independence

Save for the corporate representatives of OCK on our Board as follows:

(i) Datuk Wira Ooi Chin Khoon, being our Non-Independent Non-Executive Director and the Group Managing Director of OCK; and

(ii) Datuk Low Hock Keong, being our Non-Independent Non-Executive Director and the Group Chief Executive Officer/ Executive Director of OCK;

there is no other common directors or key senior management between our Group and Pro forma OCK Group.

11. CONFLICT OF INTEREST *(Cont'd)*

Premised on the details as set out in Sections 11.2.1 to 11.2.4 above, our Board is of the view that the existing and potential conflict of interest are mitigated, as there is no overlap between our Group and Pro forma OCK Group in terms of business operations, finance functions and management structure. In addition, we are able to continue operating our business independently from Pro forma OCK Group after our Listing.

11.3 DECLARATIONS OF CONFLICT OF INTEREST BY OUR ADVISERS

(a) M&A Securities has given its written confirmation that, as at the date of this Prospectus, there is no existing or potential conflict of interest in its capacity as Adviser, Sponsor, Placement Agent and Underwriter for our Listing, notwithstanding M&A Securities' concurrent appointment as the Principal Adviser to OCK for our Listing;

(b) Olivia Lim & Co has given its written confirmation that, as at the date of this Prospectus, there is no existing or potential conflict of interest in its capacity as Solicitors for our Listing;

(c) Baker Tilly Monteiro Heng PLT has given its written confirmation that, as at the date of this Prospectus, there is no existing or potential conflict of interest in its capacity as Auditors and Reporting Accountants for our Listing; and

(d) Providence has given its written confirmation that, as at the date of this Prospectus, there is no existing or potential conflict of interest in its capacity as IMR for our Listing.

Separately, in the past 5 years, Baker Tilly Monteiro Heng PLT and our company secretaries have been providing their professional services to our substantial shareholder, namely OCK for their past and ongoing corporate exercises such as, amongst others, acquisitions and disposals/ fund raising. Our company secretaries have also been providing company secretarial services to OCK. In addition, Baker Tilly Monteiro Heng PLT is also the external auditors providing statutory audit services to OCK.

Our Board and Sponsor are of the view that the abovementioned engagements and/ or appointments do not give rise to any conflict of interest situation for our Listing in view that:

(a) in relation to the appointment of M&A Securities as the Adviser for our Listing, our Listing is a corporate proposal being undertaken by both our Company and OCK, of which OCK is our major shareholder;

(b) our Listing is not related to any other engagements by OCK and there are separate terms of reference as advisers for our Listing and such other engagements. Further, the advisory fees payable for our Listing are not dependent upon the outcome of the other engagements or vice versa;

(c) save for their advisory/ professional role, none of the directors, shareholders and/ or key management of the respective advisers are involved in OCK; and

(d) the respective advisers have acted and/ or are acting in their professional capacity in relation to their respective engagements with our Company and OCK.

12. FINANCIAL INFORMATION

12.1 HISTORICAL FINANCIAL INFORMATION

Our Company was incorporated on 14 May 2025 to facilitate our Listing, and we completed the Acquisition on 11 March 2026. The historical financial information of our Group for FYE 2022 to 2025 is therefore presented based on the audited combined financial statements of our Group.

The audited combined financial statements throughout FYE 2022 to 2025 have been prepared in accordance with MFRS and IFRS. The selected financial information included in this Prospectus is not intended to predict our Group's financial position, results and cash flows. It should be read with the "Management's Discussion and Analysis of Results of Operations and Financial Condition" and Accountants' Report set out in Sections 12.2 and 13 respectively.

12.1.1 Combined statements of comprehensive income

The following table sets out a summary of our audited combined statements of comprehensive income for FYE 2022 to 2025 which have been extracted from the Accountants' Report as set out in Section 13.

	Audited			
	FYE 2022	**FYE 2023**	**FYE 2024**	**FYE 2025**
	RM'000	**RM'000**	**RM'000**	**RM'000**
Revenue	39,510	42,067	50,440	77,395
Cost of sales	(33,015)	(33,467)	(35,397)	(46,376)
GP	**6,495**	**8,600**	**15,043**	**31,019**
Other income	492	866	1,202	704
Administrative expenses	(3,058)	(3,336)	(4,198)	(6,070)
Other operating expenses	(11)	(3)	(21)	(6)
Operating profit	**3,918**	**6,127**	**12,026**	**25,647**
Finance costs	(38)	(21)	(19)	(30)
PBT	**3,880**	**6,106**	**12,007**	**25,617**
Income tax expense	(974)	(1,618)	(2,950)	(6,270)
PAT for the financial year	**2,906**	**4,488**	**9,057**	**19,347**
Other comprehensive loss				
Item that may be reclassified subsequently to profit or loss				
Exchange differences on translation of foreign operations	-	-	-	[6](2)
Other comprehensive loss for the financial year	**-**	**-**	**-**	**(2)**
Total comprehensive income for the financial year	**2,906**	**4,488**	**9,057**	**19,345**
EBIT[1]	3,562	5,324	10,860	25,355
EBITDA[1]	3,864	5,651	11,218	25,765
GP margin (%)[2]	16.4	20.4	29.8	40.1
PBT margin (%)[3]	9.8	14.5	23.8	33.1
PAT margin (%)[3]	7.4	10.7	18.0	25.0
Basic EPS (sen)[4]	0.51	0.79	1.59	3.39
Diluted EPS (sen)[5]	0.42	0.64	1.29	2.76

12. FINANCIAL INFORMATION *(Cont'd)*

Notes:

(1) EBIT and EBITDA are calculated as follows:

	Audited			
	FYE 2022	**FYE 2023**	**FYE 2024**	**FYE 2025**
	RM'000	**RM'000**	**RM'000**	**RM'000**
PAT	2,906	4,488	9,057	19,347
Less:				
Interest income	(356)	(803)	(1,166)	(292)
Add:				
Finance costs	38	21	19	30
Income tax expense	974	1,618	2,950	6,270
EBIT	**3,562**	**5,324**	**10,860**	**25,355**
Add:				
Depreciation	302	327	358	410
EBITDA	**3,864**	**5,651**	**11,218**	**25,765**

(2) Calculated based on GP over revenue.

(3) Calculated based on PBT or PAT over revenue.

(4) Calculated based on PAT over share capital of 570,500,000 Shares before IPO.

(5) Calculated based on PAT over enlarged share capital of 700,000,000 Shares after IPO.

(6) During FYE 2025, the exchange differences on translation of foreign operations recorded a net loss of RM2,021 which accounts for exchange differences arising from the translation of the financial statements of foreign operations (our subsidiary, EIP Thailand). These adjustments occurred when the functional currencies of EIP Thailand (THB) differ from our Group's presentation currency (RM).

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12. FINANCIAL INFORMATION *(Cont'd)*

12.1.2 Statements of financial position

The following table sets out the audited combined statements of financial position of our Group as at 31 December 2022, 2023, 2024 and 2025 which have been extracted from the Accountants' Report as set out in Section 13.

	Audited			
	As at 31 December			
	2022	**2023**	**2024**	**2025**
	RM'000	**RM'000**	**RM'000**	**RM'000**
Assets				
Non-current assets				
Property, plant and equipment	719	640	463	[9]949
Investment in an associate[1]	500	500	-	-
Total non-current assets	**1,219**	**1,140**	**463**	**949**
Current assets				
Inventories	702	21	21	-
Trade receivables	14,102	[7]5,728	[8]12,669	[8]17,865
Other receivables[2]	9,392	9,198	20,784	3,595
Contract assets	25	868	-	[10]4,357
Other investment[3]	-	14	1,002	14,386
Cash and bank balances	753	8,229	3,350	6,196
Total current assets	**24,974**	**24,058**	**37,826**	**46,399**
Total assets	**26,193**	**25,198**	**38,289**	**47,348**
Equity and liabilities				
Equity attributable to owners of the Company				
Share capital	800	800	800	800
Equity contribution from holding company[4]	31	32	32	-
Foreign exchange reserve	-	-	-	[11](2)
Retained earnings	6,106	7,594	13,651	19,030
Total equity	**6,937**	**8,426**	**14,483**	**19,828**
Liabilities				
Non-current liabilities				
Borrowings[5]	449	338	305	236
Deferred tax liabilities	39	39	37	49
Total non-current liabilities	**488**	**377**	**342**	**285**
Current liabilities				
Borrowings[5]	8,643	5,354	10,494	7,265
Current tax liabilities	349	604	1,136	2,742
Trade payables	9,695	9,359	11,738	15,776
Other payables[6]	81	1,078	96	354
Contract liabilities	-	-	-	[12]1,098
Total current liabilities	**18,768**	**16,395**	**23,464**	**27,235**
Total liabilities	**19,256**	**16,772**	**23,806**	**27,520**
Total equity and liabilities	**26,193**	**25,198**	**38,289**	**47,348**

12. FINANCIAL INFORMATION *(Cont'd)*

Notes:

(1) Relates to investment of EIPT as a 50.0% shareholder in Sunvoltic. On 6 October 2022, the shareholders of Sunvoltic had approved a voluntary winding-up and had commenced its members' voluntary winding-up process. It had been dissolved on 30 September 2024.

(2) The breakdown of our other receivables is as follows:

	Audited			
	As at 31 December			
	2022	2023	2024	2025
	RM'000	RM'000	RM'000	RM'000
Deposits[ii]	36	42	76	142
Prepayments[iii]	3,204	2,098	5,707	3,453
Amount owing by immediate holding company[iv]	6,152	4,000	-	-
Amount owing by related companies[v]	(i)	3,058	15,001	-
	9,392	**9,198**	**20,784**	**3,595**

Notes:

(i) Represents less than RM500.

(ii) Comprise rental and utilities deposits.

(iii) Relates to (a) advance payments to suppliers; (b) prepaid project costs mainly for equipment, solar panels, generator sets, alternator, valves, fuel tank, pump; and (c) prepaid expenses for software, bank guarantee charges, insurance, software, road tax, licence and listing expenses in relation to our Listing.

(iv) Relates to advances to our immediate holding company, being OCK Setia Engineering (prior to 14 December 2023) and OCK (from 14 December 2023), which bear interests and payments on behalf of our immediate holding company. On 14 December 2023, the equity interests held by OCK Setia Engineering in EIPT was transferred to OCK. In consequence thereof, OCK has since became the immediate holding company of EIPT, and OCK Setia Engineering became a related company of EIPT.

(v) Relates to advances provided to related companies, namely OCK Setia Engineering, OCK M&E and OCK Telco Infra, which bear interests. All such advances have been fully settled as at LPD.

(3) Represents short-term cash investment in money market, which amounted to RM0.01 million, RM1.00 million and RM14.39 million as at 31 December 2023, 31 December 2024 and 31 December 2025, respectively. As at 31 December 2025, our Group's other investments increased by RM13.38 million due to the repayments from our related parties in FYE 2025 amounted to RM15.00 million. We allocated these funds into money market funds as they are highly liquid and readily available to support our Group's working capital requirements or future operational needs as and when they arise. In addition, these funds generate interests which will improve our Group's overall financial performance during the financial year.

12. FINANCIAL INFORMATION *(Cont'd)*

(4) Represents fair value of an equity-settled share-based compensation plan, i.e. ESOS in relation to OCK's ordinary shares at the grant date, in accordance with MFRS 2. The ESOS has expired on 12 November 2025.

(5) The movement of borrowings between 31 December 2022 and 31 December 2025 was mainly due to the outstanding balances of bankers' acceptance which were utilised for our Group's working capital requirements. The lower borrowings (excluding lease liabilities arising from rental obligations) as at 31 December 2023 amounted to RM5.47 million compared to RM8.69 million as at 31 December 2022 was mainly due to lower outstanding balances of bankers' acceptance of RM3.36 million. The higher borrowings (excluding lease liabilities arising from rental obligations) as at 31 December 2024 amounted to RM10.80 million compared to RM5.47 million as at 31 December 2023 was mainly due to higher outstanding balances of bankers' acceptance of RM5.34 million. The lower borrowings (excluding lease liabilities arising from rental obligations) as at 31 December 2025 amounted to RM7.26 million compared to RM10.80 million as at 31 December 2024 was mainly due to lower outstanding balances of bankers' acceptance of RM3.49 million.

(6) The breakdown of our other payables is as follows:

	Audited			
	As at 31 December			
	2022	**2023**	**2024**	**2025**
	RM'000	**RM'000**	**RM'000**	**RM'000**
Other payables[(i)]	25	23	7	144
Accruals[(ii)]	56	118	89	210
Amount owing to a shareholder[(iii)]	-	480	-	-
Amount owing to an associate[(iv)]	-	457	-	-
	81	**1,078**	**96**	**354**

Notes:

(i) Mainly comprise outstanding amounts arising from non-trade transactions such as secretarial fee, tax agent fee and staff costs. The higher other payables as at 31 December 2025 was mainly due to higher outstanding amounts for staff claims.

(ii) Mainly comprise accruals for employees' salaries, bonuses and statutory contributions, employees' claims as well as professional fees such as audit fee, secretarial fee and tax agent fee. The higher accruals as at 31 December 2025 was due to accrued audit and tax agent fees for FYE 2025.

(iii) Relates to dividend payable to our shareholders, namely Ir. Albert Chang and Siew Wei Foo, in respect of FYE 2023.

(iv) Relates to transfer of remaining bank balances of Sunvoltic to our Group in FYE 2023 as Sunvoltic was in the midst of winding up. Our Group temporarily withheld such balances as payable amount which was subsequently offset by the recovery from cost of investments upon Sunvoltic's striking off in FYE 2024.

12. FINANCIAL INFORMATION *(Cont'd)*

(7) The lower trade receivables as at 31 December 2023 was due to more mission critical power solutions projects in FYE 2023 compared to FYE 2022, of which our clients for mission critical power solutions projects typically settle their progress billings more promptly and the credit term granted to clients for mission critical power solutions segment are shorter as compared to conventional power solutions segment.

(8) The higher trade receivables as at 31 December 2024 and 31 December 2025 were in line with the higher revenue recorded for our Group's mission critical power solutions segment.

(9) Higher property, plant and equipment as at 31 December 2025 of approximately RM0.49 million was mainly due to purchase of property, plant and equipment of RM0.43 million which mainly includes 1 unit of motor vehicle of RM0.10 million, renovation of RM0.14 million for our existing headquarters (including storage) and 1 unit of forklift of RM0.09 million, as well as rental commitment of RM0.47 million for our headquarters (including storage) arising from the renewal of tenancy agreement in January 2025. The increase in property, plant and equipment was partially offset by the depreciation for FYE 2025. For clarity, notwithstanding that we intend to acquire and setup a new headquarters cum warehouse, we renovated our existing rented headquarters in FYE 2025 to accommodate our newly established finance as well as HR and administration departments.

(10) Higher contract assets as at 31 December 2025 of RM4.36 million was mainly due to timing differences from 3 projects with higher revenue recognised for works performed compared to progress billings issued to the client.

(11) As at 31 December 2025, a net loss of RM2,021 of foreign exchange reserve was due to the translation of the financial statements of foreign operations (our subsidiary, EIP Thailand).

(12) The contract liabilities of RM1.10 million was, as our Group had issued billings or received payments for works where revenue has yet to be recognised as the performance obligations have not been fully met.

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12. FINANCIAL INFORMATION *(Cont'd)*

12.1.3 Statements of cash flows

The following table sets out the audited combined statements of cash flows of our Group for FYE 2022 to 2025 which has been extracted from the Accountants' Report.

	Audited			
	FYE 2022	**FYE 2023**	**FYE 2024**	**FYE 2025**
	RM'000	**RM'000**	**RM'000**	**RM'000**
Cash flow from operating activities				
PBT	3,880	6,106	12,007	25,617
Adjustments for:				
Depreciation of property, plant and equipment	302	327	358	410
Gain on disposal of property, plant and equipment	-	(1)	-	(12)
Gain on lease modification	(21)	-	-	-
Deposits written off	-	-	-	2
Loss on winding up of an associate	-	-	(2)19	-
Share based payment(3)	11	1	-	-
Income from short-term cash investment	-	(14)	(36)	(383)
Unrealised (gain)/loss on foreign exchange	(7)	2	(1)	(1)
Interest income	(356)	(803)	(1,166)	(292)
Finance cost	332	214	361	316
Operating profit before changes in working capital	**4,141**	**5,833**	**11,543**	**25,658**
Changes in working capital:				
(Increase)/ Decrease in inventories	(541)	681	-	21
(Increase)/ Decrease in contract assets	(25)	(843)	868	(4,357)
(Increase)/ Decrease in trade and other receivables	(5,498)	9,474	(10,584)	(3,010)
Increase in contract liabilities	-	-	-	1,098
Increase/ (decrease) in trade and other payables	5,038	(276)	2,334	4,294
Net cash flows generated from operations	**3,115**	**14,869**	**4,161**	**23,704**
Income tax paid	(618)	(1,400)	(2,420)	(4,652)
Income tax refunded	-	37	-	-
Interest paid	(17)	(9)	-	-
Interest received	1	3	20	75
Net cash from operating activities	**2,481**	**13,500**	**1,761**	**19,127**
Cash flows from/ (used in) investing activities				
Purchase of property, plant and equipment	(65)	(24)	(71)	(324)
Proceeds from disposal of plant and equipment	-	(1)	-	12
Refund from winding up of an associate	-	-	(2)481	-
Income from short-term cash investment	-	14	36	383
Net increase in other investment	-	(14)	(988)	(13,384)
Net changes in amount owing by ultimate holding company	511	-	-	-
Net changes in amount owing by immediate holding company	(817)	2,152	4,000	-
Net changes in amount owing by related parties	(1)	(3,058)	(11,943)	15,001

12. FINANCIAL INFORMATION *(Cont'd)*

	Audited			
	FYE 2022	**FYE 2023**	**FYE 2024**	**FYE 2025**
	RM'000	**RM'000**	**RM'000**	**RM'000**
Net changes in amount owing by an associate	51	-	-	-
Interest received	355	800	1,146	217
Net cash from/ (used in) investing activities	**35**	**(130)**	**(7,339)**	**1,905**
Cash flows from/ (used in) financing activities				
Interest paid	(316)	(205)	(361)	(306)
Dividend paid	(2,000)	(3,000)	(3,000)	(14,000)
Repayment of lease liabilities	(181)	(189)	(218)	(239)
Repayment of hire purchase payables	(55)	(74)	(118)	(156)
Net drawdown/ (repayment) of bankers' acceptance	360	(3,361)	5,333	(3,485)
Net changes in amount owing to a shareholder	-	480	(480)	-
Net changes in amount owing to an associate	-	457	(457)	-
Net cash (used in)/from financing activities	**(2,192)**	**(5,892)**	**699**	**(18,186)**
Net increase/(decrease) in cash and cash equivalents	324	7,478	(4,879)	2,846
Cash and cash equivalents at the beginning of financial year	422	753	8,229	3,350
Effect of exchange rate changes on cash and cash equivalents	7	(2)	(1)	(1)
Cash and cash equivalents at the end of financial year	**753**	**8,229**	**3,350**	**6,196**

Notes:

(1) Represents less than RM500.

(2) Relates to investment of EIPT in Sunvoltic.

(3) Relates to the ESOS in relation to OCK's ordinary shares at the grant date, in accordance with MFRS 2 that is recognised as an expense over the vesting period. For every year-based vesting, the expense is recognised as staff benefits over each year that our employees provide their services, until the options vest.

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12. FINANCIAL INFORMATION *(Cont'd)*

12.2 MANAGEMENT'S DISCUSSION AND ANALYSIS OF RESULTS OF OPERATIONS AND FINANCIAL CONDITION

The following discussion and segmental analysis of our financial statements for FYE 2022 to 2025 should be read with the Accountants' Report included in Section 13.

12.2.1 Overview of our operations

(a) Principal activities

Our Group is a power engineering firm and we are principally involved in the EPCC of:

(i) mission critical power solutions;

(ii) conventional power solutions; and

(iii) renewable energy power solutions.

Our power engineering solutions focus on the design, project management, installation, testing and commissioning of emergency power generation and distribution systems as well as renewable energy power solutions to support the continuity of business operations of our clients.

Our revenue is mainly derived from being engaged as subcontractor. Our projects and services were carried out locally and the primary currency used in our invoicing is RM.

Please refer to Section 7 for our Group's detailed business overview.

(b) Revenue

The nature of our provision of mission critical power solutions, conventional power solutions and renewable energy power solutions are on a project-basis. Our clients issue LOA/ purchase order as contracts to engage our Group. The scope of work could differ depending on the requirements of our clients and vary from project to project.

Any subsequent changes in the initial agreed scope or pricing will be set out in a variation order, additional purchase order and/ or revised work order which will be issued by our clients.

Our revenue from the provision of mission critical power solutions, conventional power solutions and renewable energy power solutions are measured and recognised by reference to the progress towards complete satisfaction of our performance obligation. On the other hand, we are entitled to invoice our clients based on a series of performance-related milestones.

Our Group recognises a contract asset for any excess of revenue recognised to date over the billing-to-date. Any amount previously recognised as a contract asset is reclassified to trade receivables at the point when an invoice is issued or timing for billing is due in the passage of time. If the milestone billing exceeds the revenue recognised to date and any deposits or advances are received from clients, then our Group recognises a contract liability for the difference.

As such, our revenue generated from these segments in any financial year fluctuates depending on the number of projects which we undertake and stage of completion of the projects.

12. FINANCIAL INFORMATION *(Cont'd)*

(c) Cost of sales

Our cost of sales comprises purchases, subcontractors' costs and project expenses as follows:

(i) Purchases

Our Group's purchases mainly consist of power supply equipment (being generator sets, solar panels and mechanical valves), fuel tanks, control panels and system, piping and fittings, cables, solar PV panels and inverters, valves, battery as well as underground and above ground fuel tanks are made from metal-based materials.

We generally purchase our materials based on our projects' requirements and specifications. These materials are mainly sourced from suppliers from Malaysia, China, USA and Singapore. Our approved suppliers are selected based on their pricing, availability and lead time for delivery.

(ii) Subcontractors' cost

We subcontract the labour portion of our mission critical power solutions, conventional power solutions and renewable energy power solutions. Our subcontractors will carry out the labour and installation works under our project management and supervision.

The factors whether to subcontract the services to our subcontractors include, among other things, capacity of our internal manpower and financial resources, availability of subcontractors, complexity, size and type of project, timing, costs, profitability and nature of work.

(iii) Project expenses

Project expenses mainly comprise interest expenses charged on banker's acceptance relating to finance the purchases, petrol and consumables, rental of equipment, custom duty, freights and insurance, transportation for materials and equipment to project sites as well as project professional fees.

(d) Other income

Other income mainly comprises interest income, insurance claims on underground fuel tank and income from short-term cash investment.

(e) Administrative expenses

Administrative expenses mainly comprise staff costs, directors' remuneration, depreciation expenses, travelling and accommodation as well as insurance and maintenance.

(f) Other operating expenses

Other operating expenses comprise loss on winding up of an associate, unrealised loss on foreign exchange and realised loss on foreign exchange.

12. FINANCIAL INFORMATION *(Cont'd)*

(g) Finance costs

Finance costs comprise interests charged on lease liabilities, hire purchase payables and bank overdrafts.

(h) Recent developments

Save as disclosed below, there were no other significant events subsequent to our Group's audited combined financial statements for FYE 2025:

(i) Acquisition; and

(ii) Dividends declared and paid in respect of FYE 2025 amounting to RM3.00 million, as set out in Section 12.16.

(i) Exceptional and extraordinary items and audit qualifications

There were no exceptional or extraordinary items during FYE 2022 to 2025. In addition, our audited combined financial statements for FYE 2022 to 2025 were not subject to any audit qualifications.

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12. FINANCIAL INFORMATION *(Cont'd)*

12.2.2 Review of our results of operations

(i) Revenue

Analysis of revenue by segments

Our revenue for FYE 2022 to 2025 were mainly derived from the provision of mission critical power solutions and conventional power solutions segments, which accounted for majority of our total revenue in FYE 2022 to 2025.

	Audited							
	FYE 2022		FYE 2023		FYE 2024		FYE 2025	
	RM'000	%	RM'000	%	RM'000	%	RM'000	%
Mission critical power solutions	8,409	21.3	18,809	44.7	38,428	76.2	66,800	86.3
Conventional power solutions	19,904	50.4	15,996	38.0	6,973	13.8	5,372	6.9
Renewable energy power solutions	11,197	28.3	7,262	17.3	5,039	10.0	5,223	6.8
39,510	**100.0**	**42,067**	**100.0**	**50,440**	**100.0**	**77,395**	**100.0**	

Analysis of our revenue by types of properties

Our revenue contribution presented by the types of properties varies from period to period according to the ongoing and new projects secured by our Group in a particular period.

	Audited							
	FYE 2022		FYE 2023		FYE 2024		FYE 2025	
	RM'000	%	RM'000	%	RM'000	%	RM'000	%
Industrial[(1)]	29,475	74.6	37,605	89.4	44,967	89.2	72,762	94.0
Commercial[(2)]	8,220	20.8	3,781	9.0	3,699	7.3	3,137	4.1
Residential[(3)]	1,815	4.6	295	0.7	569	1.1	-	-
Solar farms	-	-	386	0.9	1,205	2.4	1,496	1.9
39,510	**100.0**	**42,067**	**100.0**	**50,440**	**100.0**	**77,395**	**100.0**	

Notes:

(1) Comprises data centres, manufacturing facilities and warehouses.

(2) Comprises shopping malls, office buildings, educational buildings, hospital buildings, theme park and hotel building as well as serviced apartments.

(3) Represents condominiums.

12. FINANCIAL INFORMATION *(Cont'd)*

Revenue by geographical location

Our revenue contribution by geographical location in a particular period is as follows:

	Audited							
	FYE 2022		FYE 2023		FYE 2024		FYE 2025	
	RM'000	%	RM'000	%	RM'000	%	RM'000	%
Northern region[(1)]	12,259	31.0	12,925	30.7	4,605	9.1	1,968	2.5
Central region[(2)]	18,021	45.6	9,806	23.3	19,309	38.3	35,598	46.0
Southern region[(3)]	7,352	18.6	17,697	42.1	25,254	50.1	39,791	51.4
East coast region[(4)]	1,097	2.8	1,303	3.1	1,218	2.4	38	0.1
East Malaysia	781	2.0	336	0.8	54	0.1	-	-
	39,510	**100.0**	**42,067**	**100.0**	**50,440**	**100.0**	**77,395**	**100.0**

Notes:

(1) Comprises Pulau Pinang, Kedah, Perlis and Perak.

(2) Comprises Selangor, Kuala Lumpur, Putrajaya and Negeri Sembilan.

(3) Comprises Johor and Melaka.

(4) Comprises Pahang, Terengganu and Kelantan.

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12. FINANCIAL INFORMATION *(Cont'd)*

Major projects contributing to our revenue during FYE 2022 to 2025 are as follows:

(a) Mission critical power solutions

					Revenue recognised				
No.	**Project name**	**Client Name**	**Contract period[1]**	**Total contract sum[2]**	**FYE 2022**	**FYE 2023**	**FYE 2024**	**FYE 2025**	**Remaining contract sum**
				RM'000	**RM'000**	**RM'000**	**RM'000**	**RM'000**	**RM'000**
1.	Bukit Jalil Project	Client W	June 2021 to December 2023	1,473	[3]1,371	102	-	-	-
2.	Kulai Project	CBH Engineering Sdn Bhd	January 2022 to November 2024	2,545	2,535	5	[4]5	-	-
3.	Kulai 1 Project	CBH Engineering Sdn Bhd	March 2022 to February 2024	4,862	4,502	357	[4]3	-	-
4.	Kulai 2 Project	Syarikat Pembenaan Yeoh Tiong Lay	November 2022 to May 2025	9,902	-	7,133	2,662	[5]107	-
5.	Kulai 3 Project	PMX Malaysia Sdn Bhd	March 2023 to August 2024	7,982	-	7,598	384	-	-
6.	Kulai 4 Project	CCIE Engineering (M) Sdn Bhd	June 2023 to November 2023	2,435	-	2,435	-	-	-
7.	Melaka Project	SECM Sdn Bhd	August 2023 to September 2024	8,050	-	-	[6]8,050	-	-
8.	Bukit Jalil 1 Project	Client H	October 2023 to October 2024	3,942	-	1,179	2,763	-	-
9.	Cyberjaya 1 Project	Client L	December 2023 to February 2026	11,899	-	-	2,080	8,815	1,004

12. FINANCIAL INFORMATION *(Cont'd)*

No.	Project name	Client Name	Contract period[1]	Total contract sum[2]	Revenue recognised				Remaining contract sum
					FYE 2022	FYE 2023	FYE 2024	FYE 2025	
				RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
10.	Kulai 6 Project	CCIE Engineering (M) Sdn Bhd	February 2024 to August 2024	9,517	-	-	9,517	-	-
11.	Kulai 7 Project	CCIE Engineering (M) Sdn Bhd	March 2024 to August 2024	8,200	-	-	8,200	-	-
12.	Kulai 8 Project	Seri Yakin Sdn Bhd	August 2024 to April 2026	8,500	-	-	2,074	6,294	132
13.	Johor Bahru Project	PMX Malaysia Sdn Bhd	July 2024 to June 2026	16,000	-	-	1,600	5,538	8,862
14.	Cyberjaya 2 Project	Promatrix DC Solutions Sdn Bhd	October 2024 to April 2026	8,000	-	-	336	6,331	1,333
15.	Kulai 10 Project	CCIE Engineering (M) Sdn Bhd	December 2024 to July 2025	4,000	-	-	756	3,244	-
16.	Ulu Tiram Project	CCIE Engineering (M) Sdn Bhd	January 2025 to July 2025	14,360	-	-	-	14,360	-
17.	Cyberjaya 3 Project	CCIE Engineering (M) Sdn Bhd	April 2025 to June 2026	14,694	-	-	-	12,342	2,352
18.	Johor Bahru 1 Project	CCIE Engineering (M) Sdn Bhd	August 2025 to January 2026	9,439	-	-	-	8,412	1,027

12. FINANCIAL INFORMATION *(Cont'd)*

Notes:

(1) Refer to commencement date until the expected completion date of each project. Commencement date of each project is based on the respective LOAs and/ or purchase orders from clients. The completion date of each ongoing project is based on the completion date set out in the respective LOAs and includes subsequent extension of time required to deliver variation of work orders from the clients to our Group, whereas the completion date for completed project is based on the final invoice date after final inspection or handover.

(2) Contract value as at LPD of each project includes original contract value as per LOAs or purchase orders and subsequent variation orders, if any.

(3) Despite the commencement date of June 2021, our Group commenced revenue recognition in FYE 2022 based on the project's progress milestone achieved which relates to the supply and delivery of underground fuel tank and other equipment, which only occurred in FYE 2022 upon site readiness.

(4) Our Group had completed the projects' works in FYE 2023. The revenue recognised in FYE 2024 was a result of variation orders.

(5) Our Group completed works for this project in May 2025. The remaining contract sum relates to variation orders received from the client for additional works relating to the supply and installation of pipe brackets and leak sensors, corrugated pipes, pipe testing, welding and pressure test, relocation of piping, electrical trunking and cabling and replacement of actuator.

(6) Despite the commencement date of August 2023, our Group only recognised the entire revenue for this project in FYE 2024 based on the project's progress milestone achieved which relates to the supply and delivery of generator sets and other equipment, which only occurred in FYE 2024 upon site readiness.

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12. FINANCIAL INFORMATION *(Cont'd)*

(b) Conventional power solutions

No.	Project name	Client Name	Contract period[1]	Total contract sum[2]	Revenue recognised				Remaining contract sum
					FYE 2022	FYE 2023	FYE 2024	FYE 2025	
				RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
1.	Jalan Ampang Project	SECM Sdn Bhd	May 2021 to March 2025	[3]4,478	1,239	383	1,332	58	-
2.	Putrajaya Project	SECM Sdn Bhd	September 2021 to April 2025	1,996	[4]1,749	-	[4]221	26	-
3.	Petaling Jaya Project	LTI Engineering Sdn Bhd	January 2022 to March 2022	560	560	-	-	-	-
4.	Pulau Pinang Project	Exyte Malaysia Sdn Bhd	March 2022 to August 2025[5]	27,440	10,766	12,558	1,372	1,968	776
5.	TRX 1 Project	SECM Sdn Bhd	April 2022 to February 2025[8]	1,366	1,205	112	26	9	14
6.	Desa Parkcity Project	Kejuruteraan Asastera Berhad	June 2022 to July 2023	702	685	17	-	-	-
7.	Velocity Project	Sunway Construction Sdn Bhd	July 2022 to August 2023	502	465	37	-	-	-
8.	Kota Kinabalu Project	Syarikat Sri Wang Engineering (Sabah) Sdn Bhd	August 2022 to December 2022	637	637	-	-	-	-
9.	Bukit Bintang Project	SECM Sdn Bhd	January 2022[7]	321	321	-	-	-	-

12. FINANCIAL INFORMATION *(Cont'd)*

No.	Project name	Client Name	Contract period[1]	Total contract sum[2]	Revenue recognised				Remaining contract sum
					FYE 2022	FYE 2023	FYE 2024	FYE 2025	
				RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
10.	Mont Kiara Project	CBTECH (M) Sdn Bhd	January 2022 to August 2024	240	-	[6]235	5	-	-
11.	Kota Damansara Project	Sunway Construction Sdn Bhd	November 2022 to January 2026	1,166	-	[6]1,121	37	-	8
12.	Cyberjaya Project	SJEE Engineering Sdn Bhd	October 2022 to January 2023	360	-	[6]360	-	-	-
13.	Melaka 1 Project	SECM Sdn Bhd	July 2024 to January 2025	2,593	-	-	2,569	24	-
14.	Sunway 1 Project	Client S	July 2025 to April 2026	1,400	-	-	-	1,313	87
15.	Pulau Indah Project	SECM Sdn Bhd	March 2025 to September 2025	1,203	-	-	-	1,203	-

Notes:

(1) Refer to commencement date until the expected completion date of each project. Commencement date of each project is based on the respective LOAs and/ or purchase orders from clients. The completion date of each ongoing project is based on the completion date set out in the respective LOAs and includes subsequent extension of time required to deliver variation of work orders from the clients to our Group, whereas the completion date for completed project is based on the final invoice date after final inspection or handover.

(2) Contract value as at LPD of each project includes original contract value as per LOAs or purchase orders and subsequent variation orders, if any.

(3) Revenue of RM1.47 million was recognised in FYE 2021.

12. FINANCIAL INFORMATION *(Cont'd)*

(4) Despite the commencement date of September 2021, our Group commenced revenue recognition in FYE 2022 based on the project's progress milestone achieved which relates to the supply and delivery of generator sets and other equipment, which only occurred in FYE 2022 upon site readiness.

Further, there was no revenue recognised in FYE 2023 as our installation testing and commissioning works can only proceed upon site readiness for equipment installation in FYE 2024.

(5) The delay for this project due to the completion of works pending from other external parties involved in this project. We have completed testing and commissioning protocols. However, the completion of this project is only recognised at the handover stage which requires all parties, including the external parties to concurrently handover the completed work.

Our Group and Exyte Malaysia Sdn Bhd had come into a consensus via multiple emails dated 22 January 2024, 26 January 2024, 2 February 2024, 8 February 2024, 23 February 2024, 1 March 2024, 8 March 2024, 15 March 2024, 5 April 2024, 29 April 2024 and 2 May 2024 respectively on the project's status whereby the client did not dispute our Group's extension of time on the said project as the progress of the project was dependent on the work progress other external parties involved in this project, which were appointed by the client.

The representatives of Exyte Malaysia Sdn Bhd have been updating the progress of this project on a regular basis with all the external parties during the routine progress meeting of this project, and as such no application for extension of time has been submitted as the delay of this project has been communicated and agreed with all parties during the routine progress meeting. Additionally, we have received written confirmation on 8 August 2025 that the completion of this project is currently dependent on the other external parties' involvement.

As at LPD, our Group had completed the installation, testing and commissioning works, and had handover the project to the project owner.

(6) Despite the commencement date in FYE 2022, our Group only commenced revenue recognition in FYE 2023 based on the project's progress milestone achieved which relates to the supply and delivery of generator sets and other equipment, which only occurred in FYE 2023 upon site readiness.

(7) This project relates to the supply and installation of accessories.

(8) Our Group completed works for this project in February 2025, upon which we handed over this project to our client. The maintenance period of 24 months for this project commenced on even date.

12. FINANCIAL INFORMATION *(Cont'd)*

(c) Renewable energy power solutions

No.	Project name	Client Name	Contract period[1]	Total contract sum[2]	Revenue recognised				Remaining contract sum
					FYE 2022	FYE 2023	FYE 2024	FYE 2025	
				RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
1.	Subang Jaya Project	GSPARX Sdn Bhd	January 2022 to July 2022	5,150	5,150	-	-	-	-
2.	Kuala Terengganu Project	Milab Marketing	August 2021 to June 2025[4]	[3]5,404	1,056	1,303	1,218	37	-
3.	Senawang Project	GSPARX Sdn Bhd	September 2022 to September 2023	1,450	1,305	145	-	-	-
4.	Nilai Project	GSPARX Sdn Bhd	September 2022 to May 2025	13,026	3,232	5,247	1,804	[5]2,743	-
5.	Sungai Buloh Project	GSPARX Sdn Bhd	January 2024 to September 2024	788	-	-	788	-	-
6.	Solar Farm Project	Milab Marketing	July 2023 to August 2025	1,590	-	360	755	[6]475	-
7.	Puchong Project	SSPSB	December 2024 to May 2025	748	-	-	-	748	-
8.	Tangkak Project	Milab Marketing	March 2025 to June 2026	890	-	-	-	432	458
9.	Pedas Project	Milab Marketing	March 2025 to June 2026	696	-	-	-	327	369

12. FINANCIAL INFORMATION *(Cont'd)*

Notes:

(1) Refer to commencement date until the expected completion date of each project. Commencement date of each project is based on the respective LOAs and/or purchase orders from clients. The completion date of each ongoing project is based on the completion date set out in the respective LOAs and includes subsequent extension of time required to deliver variation of work orders from the clients to our Group, whereas the completion date for completed project is based on the final invoice date after final inspection or handover.

(2) Contract value as at LPD of each project includes original contract value as per LOAs or purchase orders and subsequent variation orders, if any.

(3) Revenue of RM1.79 million was recognised in FYE 2021.

(4) Our Group completed works for this project in June 2025 as the EPCC works at 13 commercial government sites took place in multiple phases, as the purchase orders for the 13 sites were issued by the client to our Group at different points in time during the contract period.

(5) Our Group completed works for this project in May 2025 due to a change in solar PV system design and location of installation, where the latter required approval from local authorities prior to commencement of installation works.

(6) This project's works have been completed, and the project sites have been handover to Milab Marketing in August 2025.

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12. FINANCIAL INFORMATION *(Cont'd)*

Comparison between FYE 2022 and FYE 2023

Our Group's total revenue increased by RM2.56 million or 6.5% from RM39.51 million in FYE 2022 to RM42.07 million in FYE 2023. This was mainly contributed by the higher revenue contribution from the provision of mission critical power solutions, which recorded an increase in revenue of RM10.40 million during FYE 2023. In FYE 2022, our Group strategically and gradually shifted our focus toward mission critical power solutions projects, due to our Group's strengthening technical capabilities and creditability in complex power engineering systems, which also generates higher GP margins. This shift has led to a greater proportion of our Group's revenue being generated from the mission critical power solutions segment in FYE 2023 and FYE 2024. The increase in revenue contribution from the provision of mission critical power solutions was offset by a decrease in revenue contribution from the provision of conventional power solutions and renewable energy power solutions of RM3.91 million and RM3.94 million respectively.

In terms of revenue by types of properties, our revenue was mainly derived from projects for industrial properties which accounted for 74.6% and 89.4% of our revenue for FYE 2022 and FYE 2023 respectively. Our revenue from projects for industrial properties increased by RM8.13 million or 27.6% from RM29.48 million in FYE 2022 to RM37.61 million in FYE 2023, mainly attributable to data centre projects under provision of mission critical power solutions. The revenue derived from projects for commercial properties decreased by RM4.44 million or 54.0% from RM8.22 million in FYE 2022 to RM3.78 million in FYE 2023, mainly attributable to completed projects and lower level of installation activities for projects under provision of conventional power generation solutions.

Mission critical power solutions

In FYE 2023, our Group's revenue from the provision of mission critical power solutions increased by RM10.40 million or 123.7% from RM8.41 million in FYE 2022 to RM18.81 million in FYE 2023.

The increase in revenue derived from the provision of mission critical power solutions in FYE 2023 was mainly attributable to the commencement of the following new projects:

(i) Kulai 3 Project. This project had contributed to a revenue of RM7.60 million, representing 40.4% of our revenue from provision of mission critical power solutions for FYE 2023;

(ii) Kulai 2 Project. This project had contributed to a revenue of RM7.13 million, representing 37.9% of our revenue from provision of mission critical power solutions for FYE 2023;

(iii) Kulai 4 Project. This project had contributed to a revenue of RM2.44 million, representing 13.0% of our revenue from provision of mission critical power solutions for FYE 2023; and

(iv) Bukit Jalil 1 Project. This project had contributed to a revenue of RM1.18 million, representing 6.3% of our revenue from provision of mission critical power solutions for FYE 2023.

12. FINANCIAL INFORMATION *(Cont'd)*

However, the increase in abovementioned mission critical power solutions projects were partially moderated by the contribution of lower revenue from the following mission critical power solutions projects due to completion of works or nearing completion in FYE 2023:

(i) Kulai 1 Project. The revenue recognised from this project decreased by RM4.14 million from RM4.50 million in FYE 2022 to RM0.36 million in FYE 2023, representing 53.5% and 1.9% of our revenue from provision of mission critical power solutions for FYE 2022 and FYE 2023, respectively;

(ii) Kulai Project. The revenue recognised from this project decreased by RM2.53 million from RM2.54 million in FYE 2022 to less than RM0.01 million in FYE 2023, representing 30.2% and less than 0.1% of our revenue from provision of mission critical power solutions for FYE 2022 and FYE 2023, respectively; and

(iii) Bukit Jalil Project. The revenue recognised from this project decreased by RM1.27 million from RM1.37 million in FYE 2022 to RM0.10 million in FYE 2023, representing 16.3% and 0.5% of our revenue from provision of mission critical power solutions for FYE 2022 and FYE 2023, respectively.

Conventional power solutions

In FYE 2023, our Group's revenue from the provision of conventional power solutions decreased by RM3.90 million or 19.6% from RM19.90 million in FYE 2022 to RM16.00 million in FYE 2023.

The decrease in revenue derived from conventional power projects was mainly attributable to the following:

(i) lower level of installation activities for Velocity Project, Desa Parkcity Project, and TRX 1 Project as such projects' works were completed or near completion in FYE 2023, collectively recorded a decrease in revenue of RM2.19 million, from a collective revenue of RM2.36 million in FYE 2022 to RM0.17 million in FYE 2023, representing 11.9% and 1.1% of our revenue from provision of conventional power solutions for FYE 2022 and FYE 2023, respectively;

(ii) there was no revenue recognised in FYE 2023 for Putrajaya Project as the generator sets were delivered in FYE 2022 but yet to be installed. Installation works could only be commenced in FYE 2024 upon completion of works by other subcontractors appointed by the client. This led to a decrease in revenue of RM1.75 million, from RM1.75 million in FYE 2022 to nil in FYE 2023, representing 8.8% and nil of our revenue from provision of conventional power solutions for FYE 2022 and FYE 2023, respectively;

(iii) commencement and completion of Bukit Bintang Project, Kota Kinabalu Project and Petaling Jaya Project in FYE 2022, of which we recorded a collective revenue of RM1.52 million, representing 7.6% of our revenue from provision of conventional power solutions for FYE 2022; and

12. FINANCIAL INFORMATION *(Cont'd)*

(iv) lower level of installation activities for Jalan Ampang Project. For this project, majority of the generator set system were delivered in FYE 2022 but yet to be installed. Installation works at the building roof could only be commenced in FYE 2023 upon completion of the building by the main contractor. Arising from the COVID-19, the building was mainly completed in FYE 2024, following which we could only proceed with the subsequent installation works in FYE 2024. This led to a decrease in revenue of RM0.86 million, from RM1.24 million in FYE 2022 to RM0.38 million in FYE 2023, representing 6.2% and 2.4% of our revenue from provision of conventional power solutions for FYE 2022 and FYE 2023, respectively.

However, the decrease in abovementioned conventional power solutions projects were partially moderated by the contribution of higher revenue from the following conventional power solutions projects due to higher level of activities in FYE 2023 and commencement of new project:

(i) Pulau Pinang Project. The revenue recognised from this project increased by RM1.79 million from RM10.77 million in FYE 2022 to RM12.56 million in FYE 2023, representing 54.1% and 78.5% of our revenue from provision of conventional power solutions for FYE 2022 and FYE 2023 respectively; and

(ii) Kota Damansara Project. This project had contributed to a revenue of RM1.12 million, representing 7.0% of our revenue from provision of conventional power solutions for FYE 2023.

Renewable energy power solutions

In FYE 2023, our Group's revenue from the provision of renewable energy power solutions decreased by RM3.94 million or 35.2% from RM11.20 million in FYE 2022 to RM7.26 million in FYE 2023.

The decrease in revenue derived from renewable energy power solutions projects was mainly attributable to contribution of completion of a project and lower revenue from the following project due to lower level of installation activities in FYE 2023:

(i) Subang Jaya Project. This project commenced and completed in FYE 2022 and had contributed to a revenue of RM5.15 million in FYE 2022, representing 46.0% of our revenue from provision of renewable energy power solutions for FYE 2022; and

(ii) Senawang Project. The revenue recognised from this project neared completion decreased by RM1.16 million from RM1.31 million in FYE 2022 to RM0.15 million in FYE 2023, representing 11.7% and 2.1% of our revenue from provision of renewable energy power solutions for FYE 2022 and FYE 2023, respectively.

However, the decrease in abovementioned renewable energy power solutions projects were partially moderated by the following:

(i) higher level of installation activities for Nilai Project. The revenue recognised from Nilai Project increased by RM2.02 million from RM3.23 million in FYE 2022 to RM5.25 million in FYE 2023, representing 28.8% and 72.3% of our revenue from provision of renewable energy power solutions for FYE 2022 and FYE 2023, respectively; and

(ii) commencement of Solar Farm Project, of which revenue of RM0.36 million was recognised, representing 5.0% our revenue from provision of renewable energy power solutions segment for FYE 2023.

Comparison between FYE 2023 and FYE 2024

Our Group's total revenue increased by RM8.37 million or 19.9% from RM42.07 million in FYE 2023 to RM50.44 million in FYE 2024. This was mainly contributed by higher revenue contribution from our provision of mission critical power solutions, which recorded a higher revenue of RM19.62 million in FYE 2024. This increase was offset by a decrease in revenue contribution from the provision conventional power solutions and renewable energy power solutions segments of RM9.03 million and RM2.22 million respectively.

In terms of revenue by types of properties, our revenue was mainly derived from projects for industrial properties which accounted for 89.4% and 89.2% of our revenue for FYE 2023 and FYE 2024 respectively. Our revenue from projects for industrial properties increased by RM7.36 million or 19.6% from RM37.61 million in FYE 2023 to RM44.97 million in FYE 2024, mainly attributable to data centre projects under our provision of mission critical power solutions segment. Revenue derived from projects for solar farms increased by RM0.82 million or 210.3% from RM0.39 million in FYE 2023 to RM1.21 million in FYE 2024, mainly due to higher level of installation activities for Solar Farm Project in FYE 2024.

Mission critical power solutions

In FYE 2024, our Group's revenue from the provision of mission critical power solutions increased by RM19.62 million or 104.3% from RM18.81 million in FYE 2023 to RM38.43 million in FYE 2024.

The increase in revenue derived from data centre projects was mainly attributable to the following:

(i) commencement of the following new projects:

(a) Kulai 6 Project. This project had contributed to a revenue of RM9.52 million, representing 24.8% of our revenue from provision of mission critical power solutions for FYE 2024;

(b) Kulai 7 Project. This project had contributed to a revenue of RM8.20 million, representing 21.3% of our revenue from provision of mission critical power solutions for FYE 2024;

(c) Melaka Project. This project had contributed a revenue of RM8.05 million, representing 20.9% of our revenue from provision of mission critical power solutions for FYE 2024;

(d) Cyberjaya 1 Project. This project had contributed to a revenue of RM2.08 million, representing 5.4% of our revenue from provision of mission critical power solutions for FYE 2024;

(e) Kulai 8 Project. This project had contributed to a revenue of RM2.07 million, representing 5.4% of our revenue from provision of conventional power solutions segment for FYE 2024; and

(f) Johor Bahru Project. This project had contributed to a revenue of RM1.60 million, representing 4.2% of our revenue from provision of mission critical power solutions for FYE 2024.

(ii) higher level of installation activities of Bukit Jalil 1 Project. The revenue recognised from this project increased by RM1.58 million from RM1.18 million in FYE 2023 to RM2.76 million in FYE 2024, representing 6.3% and 7.2% of our revenue from provision of mission critical power solutions for FYE 2023 and FYE 2024, respectively.

However, the increase in abovementioned mission critical power solutions projects were partially moderated by the contribution of lower revenue from the following mission critical power solutions projects due to completion of works in FYE 2023 and FYE 2024 and lower level of installation activities in FYE 2024:

(i) Kulai 3 Project. The revenue recognised from this project decreased by RM7.22 million from RM7.60 million in FYE 2023 to RM0.38 million in FYE 2024 as this project was in the testing and commissioning stage in FYE 2024, representing 40.4% and 1.0% of our revenue from provision of conventional power solutions segment for FYE 2023 and FYE 2024, respectively;

(ii) Kulai 2 Project. The revenue recognised from this project neared completion decreased by RM4.47 million from RM7.13 million in FYE 2023 to RM2.66 million in FYE 2024, representing 37.9% and 6.9% of our revenue from provision of mission critical power solutions projects for FYE 2023 and FYE 2024, respectively; and

(iii) Kulai 4 Project. There was no revenue recognised from this project in FYE 2024 as this project was completed in November 2023 and contributed revenue of RM2.44 million in FYE 2023.

Conventional power solutions

In FYE 2024, our Group's revenue from the provision of conventional power solutions decreased by RM9.03 million or 56.4% from RM16.00 million in FYE 2023 to RM6.97 million in FYE 2024.

The decrease in revenue derived from conventional power solutions projects was mainly attributable to the following:

(i) lower level of installation activities in Pulau Pinang Project. The revenue recognised from this project decreased by RM11.19 million from RM12.56 million in FYE 2023 to RM1.37 million in FYE 2024, representing 78.5% and 19.7% of our revenue from provision of conventional power solutions for FYE 2023 and FYE 2024, respectively;

(ii) lower level of installation activities in Kota Damansara Project. The revenue recognised from this project decreased by RM1.08 million from RM1.12 million in FYE 2023 to RM0.04 million in FYE 2024, representing 7.0% and less than 0.6% of our revenue from provision of conventional power solutions for FYE 2023 and FYE 2024, respectively; and

(iii) completion of Cyberjaya Project, of which we have fully recognised revenue of RM0.36 million in FYE 2023.

12. FINANCIAL INFORMATION *(Cont'd)*

However, the decrease in abovementioned projects were partially moderated by the following:

(i) commencement of the Melaka 1 Project. This project had contributed to a revenue of RM2.57 million, representing 36.9% of our revenue from provision of conventional power solutions for FYE 2024; and

(ii) higher level of installation activities in Jalan Ampang Project, as explained in previous year commentaries. The revenue recognised from this project increased by RM0.95 million from RM0.38 million in FYE 2023 to RM1.33 million in FYE 2024, representing 2.4% and 19.1% of our revenue from provision of conventional power solutions for FYE 2023 and FYE 2024, respectively.

Renewable energy power solutions

In FYE 2024, our Group's revenue from the provision of renewable energy power solutions decreased by RM2.22 million or 30.6% from RM7.26 million in FYE 2023 to RM5.04 million in FYE 2024.

The decrease in revenue derived from renewable energy power solutions projects was attributable to the lower level of installation activities for Nilai Project. Revenue recognised for Nilai Project decreased by RM3.45 million from RM5.25 million in FYE 2023 to RM1.80 million in FYE 2024, representing 72.3% and 35.7% of our revenue from provision of renewable energy power solutions for FYE 2023 and FYE 2024, respectively.

However, the decrease in abovementioned project were partially moderated by the following:

(i) commencement and completion of Sungai Buloh Project. This project had contributed a revenue of RM0.79 million, representing 15.7% of our revenue from provision of renewable energy power solutions for FYE 2024; and

(ii) higher level of installation activities for Solar Farm Project. Revenue recognised increased by RM0.40 million from RM0.36 million in FYE 2023 to RM0.76 million in FYE 2024, representing 5.0% and 15.1% of our revenue from provision of renewable energy power solutions for FYE 2023 and FYE 2024, respectively.

Comparison between FYE 2024 and FYE 2025

Our Group's total revenue increased by RM26.96 million or 53.4% from RM50.44 million in FYE 2024 to RM77.40 million in FYE 2025. This was mainly contributed by higher revenue contribution from our provision of mission critical power solutions, which recorded a higher revenue of RM28.37 million in FYE 2025. This increase was offset by a decrease in revenue contribution from the provision of conventional power solutions of RM1.60 million.

In terms of revenue by types of properties, our revenue was mainly derived from projects for industrial properties which accounted for 89.2% and 94.0% of our revenue for FYE 2024 and FYE 2025 respectively. Our revenue from projects for industrial properties increased by RM27.79 million or 61.8% from RM44.97 million in FYE 2024 to RM72.76 million in FYE 2025, mainly attributable to data centre projects under our provision of mission critical power solutions segment.

12. FINANCIAL INFORMATION *(Cont'd)*

Mission critical power solutions

In FYE 2025, our Group's revenue from the provision of mission critical power solutions increased by RM28.37 million or 73.8% from RM38.43 million in FYE 2024 to RM66.80 million in FYE 2025.

The increase in revenue derived from data centre projects was mainly attributable to the following:

(i) commencement of the following new projects:

(a) Ulu Tiram Project. This project had contributed to a revenue of RM14.36 million, representing 21.5% of our revenue from provision of mission critical power solutions for FYE 2025. This project was completed in FYE 2025;

(b) Cyberjaya 3 Project. This project had contributed to a revenue of RM12.34 million, representing 18.5% of our revenue from provision of mission critical power solutions for FYE 2025; and

(c) Johor Bahru 1 Project. This project had contributed to a revenue of RM8.41 million, representing 12.6% of our revenue from provision of mission critical power solutions for FYE 2025.

(ii) higher level of installation activities of the data centre projects, as follows:

(a) Cyberjaya 1 Project. The revenue recognised from this project increased by RM6.74 million from RM2.08 million in FYE 2024 to RM8.82 million in FYE 2025, representing 5.4% and 13.2% of our revenue from provision of mission critical power solutions for FYE 2024 and FYE 2025, respectively;

(b) Cyberjaya 2 Project. The revenue recognised from this project increased by RM5.99 million from RM0.34 million in FYE 2024 to RM6.33 million in FYE 2025, representing 0.9% and 9.5% of our revenue from provision of mission critical power solutions for FYE 2024 and FYE 2025, respectively;

(c) Kulai 8 Project. The revenue recognised from this project increased by RM4.22 million from RM2.07 million in FYE 2024 to RM6.29 million in FYE 2025, representing 5.4% and 9.4% of our revenue from provision of mission critical power solutions for FYE 2024 and FYE 2025, respectively;

(d) Johor Bahru Project. The revenue recognised from this project increased by RM3.94 million from RM1.60 million in FYE 2024 to RM5.54 million in FYE 2025, representing 4.2% and 8.3% of our revenue from provision of mission critical power solutions for FYE 2024 and FYE 2025, respectively; and

(e) Kulai 10 Project. The revenue recognised from this project increased by RM2.48 million from RM0.76 million in FYE 2024 to RM3.24 million in FYE 2025, representing 2.0% and 4.9% of our revenue from provision of mission critical power solutions for FYE 2024 and FYE 2025, respectively.

12. FINANCIAL INFORMATION *(Cont'd)*

However, the increase in abovementioned mission critical power solutions projects were partially moderated by the contribution of lower revenue from the following mission critical power solutions projects due to completion of works in FYE 2024 and FYE 2025:

(i) Kulai 6 Project. There was no revenue recognised for this project in FYE 2025 as this project was completed in August 2024 and the entire contract value of RM9.52 million for this project was recognised in FYE 2024;

(ii) Kulai 7 Project. There was no revenue recognised for this project in FYE 2025 as this project was completed in August 2024 and the entire contract value of RM8.20 million for this project was recognised in FYE 2024;

(iii) Melaka Project. There was no revenue recognised for this project in FYE 2025 as this project was completed in September 2024 and the entire contract value of RM8.05 million for this project was recognised in FYE 2024; and

(iv) Bukit Jalil 1 Project. There was no revenue recognised for this project in FYE 2025 as this project was completed in October 2024 and revenue of RM2.76 million for this project was recognised in FYE 2024.

Conventional power solutions

In FYE 2025, our Group's revenue from the provision of conventional power solutions decreased by RM1.60 million or 23.0% from RM6.97 million in FYE 2024 to RM5.37 million in FYE 2025.

The decrease in revenue derived from conventional power solutions projects was mainly attributable to the following:

(i) lower level of installation activities in Melaka 1 Project. The revenue recognised from this project decreased by RM2.55 million from RM2.57 million in FYE 2024 to RM0.02 million in FYE 2025, representing 36.9% and 0.4% of our revenue from provision of conventional power solutions for FYE 2024 and FYE 2025, respectively. This project was completed in January 2025;

(ii) lower level of installation activities in Jalan Ampang Project. The revenue recognised from this project decreased by RM1.27 million from RM1.33 million in FYE 2024 to RM0.06 million in FYE 2025, representing 19.1% and 1.1% of our revenue from provision of conventional power solutions for FYE 2024 and FYE 2025, respectively. This project was completed in March 2025;

However, the decrease in abovementioned projects were partially moderated by the following:

(i) commencement of Sunway 1 Project. The revenue recognised from this project was RM1.31 million in FYE 2025, representing 24.4% of our revenue from provision of conventional power solutions for FYE 2025; and

(ii) commencement and completion of Pulau Indah Project. The revenue recognised from this project was RM1.20 million in FYE 2025, representing 22.3% of our revenue from provision of conventional power solutions for FYE 2025.

12. FINANCIAL INFORMATION *(Cont'd)*

Renewable energy power solutions

In FYE 2025, our Group's revenue from the provision of renewable energy power solutions increased by RM0.18 million or 3.6% from RM5.04 million in FYE 2024 to RM5.22 million in FYE 2025.

The increase in revenue derived from renewable energy power solutions projects was attributable to the following:

(i) higher level of installation activities for Nilai Project. The revenue recognised from this project increased by RM0.94 million from RM1.80 million in FYE 2024 to RM2.74 million in FYE 2025, representing 35.7% and 52.5% of our revenue from provision of renewable energy power solutions for FYE 2024 and FYE 2025, respectively. This project was completed in May 2025;

(ii) commencement and completion of Puchong Project. The revenue recognised from this project was RM0.75 million in FYE 2025, representing 14.4% of our revenue from provision of renewable energy power solutions for FYE 2025;

(iii) commencement of Tangkak Project. The revenue recognised from this project was RM0.43 million in FYE 2025, representing 8.2% of our revenue from provision of renewable energy power solutions for FYE 2025; and

(iv) commencement of Pedas Project. The revenue recognised from this project was RM0.33 million in FYE 2025, representing 6.3% of our revenue from provision of renewable energy power solutions for FYE 2025.

However, the increase in abovementioned projects were partially moderated by the following:

(i) lower level of installation activities for Kuala Terengganu Project. Revenue recognised from this project decreased by RM1.18 million from RM1.22 million in FYE 2024 to RM0.04 million in FYE 2025, representing 24.2% and 0.8% of our revenue from provision of renewable energy power solutions for FYE 2024 and FYE 2025, respectively. This project was completed in June 2025;

(ii) There was no revenue recognised from Sungai Buloh Project in FYE 2025 as this project was completed in September 2024 and the entire contract value of RM0.79 million for this project was recognised in FYE 2024; and

(iii) lower level of installation activities for Solar Farm Project. Revenue recognised from this project decreased by RM0.28 million from RM0.76 million in FYE 2024 to RM0.48 million in FYE 2025, representing 15.1% and 9.2% of our revenue from provision of renewable energy power solutions for FYE 2024 and FYE 2025, respectively. This project was completed in August 2025.

12. FINANCIAL INFORMATION *(Cont'd)*

(ii) Cost of sales, GP and GP margin

Our Group prices its projects based on contract cost estimates after taking into consideration, amongst others, the size and specifications of the projects. The contract cost is estimated at the beginning of the project based on expected purchase costs, subcontractors' costs, project expenses and project duration. Generally, the contract cost estimates will be revised towards the end of each project period to reflect the actual incurred costs.

Analysis of cost of sales by segments

	Audited							
	FYE 2022		FYE 2023		FYE 2024		FYE 2025	
	RM'000	%	RM'000	%	RM'000	%	RM'000	%
Mission critical power solutions	5,552	16.8	13,789	41.2	25,637	72.4	41,339	89.1
Conventional power solutions	17,996	54.5	13,850	41.4	5,216	14.8	3,597	7.8
Renewable energy power solutions	9,467	28.7	5,828	17.4	4,544	12.8	1,440	3.1
33,015	**100.0**	**33,467**	**100.0**	**35,397**	**100.0**	**46,376**	**100.0**	

Analysis of cost of sales by cost items

	Audited							
	FYE 2022		FYE 2023		FYE 2024		FYE 2025	
	RM'000	%	RM'000	%	RM'000	%	RM'000	%
Purchases	29,598	89.7	26,134	78.1	25,876	73.1	36,542	78.8
Subcontractors' costs	2,345	7.1	6,407	19.1	7,868	22.2	7,715	16.6
Project expenses	1,072	3.2	926	2.8	1,653	4.7	2,119	4.6
33,015	**100.0**	**33,467**	**100.0**	**35,397**	**100.0**	**46,376**	**100.0**	

Major components of our cost of sales are purchases, which represents between 73.1% and 89.7% of our Group's cost of sales for FYE 2022 to 2025.

(a) Purchases

The increase in purchases from FYE 2022 to 2025 were in line with the increase in total revenue for the same period.

Purchases constituted 89.7%, 78.1%, 73.1% and 78.8% of our total cost of sales for FYE 2022 to 2025 respectively. These purchases are dependent on the nature and project requirements of our projects undertaken.

(b) Subcontractors' costs

This relates to third-party subcontractors where we subcontract the labour portion of our provision of mission critical power solutions, conventional power solutions and renewable energy power solutions. Our subcontractors will carry out the labour and installation works under our project management and supervision.

12. FINANCIAL INFORMATION *(Cont'd)*

From FYE 2022 onwards, our subcontractors' costs increased year-on-year mainly attributable to the increase in subcontracted works assigned to subcontractors, in line with the increase in our revenue.

Subcontractors' costs constituted 7.1%, 19.1%, 22.2% and 16.6% of our total cost of sales for FYE 2022 to 2025 respectively.

(c) Project expenses

This relates to the following:

(i) custom duty and freight charges relating to purchases;

(ii) interest expenses charged on banker's acceptance incurred for project purposes;

(iii) insurance fees for projects;

(iv) diesel and petrol for pipe flushing in projects;

(v) rental of machineries, tools and equipment such as scaffolding, crane, and forklifts from third-party providers to support our conventional power solutions and renewable energy power solutions projects;

(vi) consultant fees for our projects mainly for engineering, design and advisory services. It is industry practice that we engage third party professional engineering consultant/ firms to endorse civil and structure (C&S) and M&E engineering design drawings for works in our design and build projects; and

(vii) referrals fees to external third parties for referring new clients to us. Our Group had lower referral fees to third parties since FYE 2023 as we were able to secure more conventional power solutions projects directly.

Project expenses remained fairly unchanged, constituting 3.2%, 2.8%, 4.7% and 4.6% of our total cost of sales for FYE 2022 to 2025 respectively.

Comparison between FYE 2022 and FYE 2023

Our Group's total cost of sales increased by RM0.45 million or 1.4% from RM33.02 million in FYE 2022 to RM33.47 million in FYE 2023, which corresponded with our Group's higher revenue during the same period, attributable to subcontractors' costs increased by RM4.06 million or 172.8% from RM2.35 million in FYE 2022 to RM6.41 million in FYE 2023. The subcontractors' costs were mainly contributed by Kulai 3 Project and Kulai 4 Project in FYE 2023.

The increase in subcontractors' costs was partially offset by the decrease in purchases of RM3.47 million or 11.7% from RM29.60 million in FYE 2022 to RM26.13 million in FYE 2023. This was mainly due to majority of the solar PV panels and inverters purchased for Subang Jaya Project and Nilai Project were delivered to project sites in FYE 2022 and installation works were performed in FYE 2023. Further, the decrease in purchase price for generator sets had also contributed to the lower purchases in FYE 2023.

12. FINANCIAL INFORMATION *(Cont'd)*

Comparison between FYE 2023 and FYE 2024

Our Group's total cost of sales increased by RM1.93 million or 5.8% from RM33.47 million in FYE 2023 to RM35.40 million in FYE 2024. This increase was attributable to the following:

(a) subcontractors' costs increased by RM1.46 million or 22.8% from RM6.41 million in FYE 2023 to RM7.87 million in FYE 2024, which was mainly contributed by the Kulai 7 Project in FYE 2024.

(b) project expenses increased by RM0.72 million or 77.4% from RM0.93 million in FYE 2023 to RM1.65 million in FYE 2024, mainly arising from the following:

  (i) increase in interest expenses on banker's acceptance incurred for project purposes of RM0.16 million due to higher utilisation for purchases;

  (ii) increase in rental of machineries, tools and equipment of RM0.33 million in line with higher project activities during FYE 2024; and

  (iii) increase in consultant fees incurred for project purposes of RM0.13 million.

The increase in abovementioned items was partially offset by the decrease in purchases of RM0.25 million or 1.0% from RM26.13 million in FYE 2023 to RM25.88 million in FYE 2024. This was mainly due to lower units of generator sets purchased under conventional power solutions segment as majority of project activities performed in FYE 2024 were installation, testing and commissioning works which we did not require to purchase more generator sets as well as lower units of purchase of the solar PV panels and inverters purchased for Nilai Project in FYE 2024. These decreases were partially offset by the higher purchases for mission critical power solutions segment which was in line with its higher revenue and project activities in FYE 2024.

Comparison between FYE 2024 and FYE 2025

Our Group's cost of sales increased by RM10.98 million or 31.0% from RM35.40 million in FYE 2024 to RM46.38 million in FYE 2025. This increase was mainly attributable to the following:

(a) purchases increased by RM10.66 million or 41.2% from RM25.88 million in FYE 2024 to RM36.54 million in FYE 2025, which was mainly contributed by Ulu Tiram Project, Cyberjaya 3 Project, Cyberjaya 1 Project, Johor Bahru 1 Project, Cyberjaya 2 Project and Kulai 8 Project in FYE 2025; and

(b) project expenses increased by RM0.47 million or 28.5% from RM1.65 million in FYE 2024 to RM2.12 million in FYE 2025, mainly arising from increase in rental of machineries, tools and equipment of RM0.38 million in line with the higher project activities during FYE 2025.

The increase in abovementioned items was partially offset by the decrease in subcontractors' costs of RM0.15 million or 1.9% from RM7.87 million in FYE 2024 to RM7.72 million in FYE 2025. This was mainly due to Pedas Project and Tangkak Project were in the stage of delivery of solar systems in FYE 2025, with minimal installation activities and hence we incurred lower subcontractors' costs in FYE 2025.

12. FINANCIAL INFORMATION *(Cont'd)*

Analysis of GP and GP margin by segments

	Audited							
	FYE 2022		FYE 2023		FYE 2024		FYE 2025	
	GP	GP margin	GP	GP margin	GP	GP margin	GP	GP margin
	RM'000	%	RM'000	%	RM'000	%	RM'000	%
Mission critical power solutions	2,857	34.0	5,020	26.7	12,792	33.3	25,461	38.1
Conventional power solutions	1,908	9.6	2,146	13.4	1,756	25.2	1,775	33.0
Renewable energy power solutions	1,730	15.5	1,434	19.7	495	9.8	3,783	72.4
	6,495	**16.4**	**8,600**	**20.4**	**15,043**	**29.8**	**31,019**	**40.1**

Our GP and GP margin for provision of mission critical power solutions, conventional power solutions and renewable energy power solutions segments are dependent on our overall project mix during the financial year. We price our projects based on cost estimates taking into consideration the complexity and scale of the project.

For our projects under provision of mission critical power solutions, conventional power solutions and renewable energy power solutions segments, we distinguish the project mainly into two stages i.e.: (i) supply and delivery of equipment stage; and (ii) the installation, testing and commissioning works stage.

Billings issued to our clients are based on the milestones set out in LOAs or purchase orders. We record and recognise the relevant costs based on the works or products delivered by our suppliers and/ or subcontractors. As such, the supply and delivery of equipment stage typically generates lower GP margin due to higher costs incurred during this stage of the project (mainly purchases as equipment costs constitute the larger portion of total project costs). Whereas the installation, testing and commissioning works stage, typically enjoys higher GP margin as the relevant costs incurred for this stage of the project i.e. subcontractors' costs and our staff costs constitute the lesser portion of our total project costs compared to equipment costs.

The costs for supply and delivery of equipment involve factors like material costs, supplier relationships, and logistics while installation, testing and commissioning works involve costs relating to project management, labour works, technical expertise, on-site coordination and specialised tools and equipment.

Comparison between FYE 2022 and FYE 2023

Our total GP increased by RM2.10 million or 32.3% from RM6.50 million in FYE 2022 to RM8.60 million in FYE 2023, mainly contributed by higher GP from provision of mission critical power solutions. Our overall GP margin for FYE 2023 was 20.4% (FYE 2022: 16.4%).

Mission critical power solutions

Our GP from provision of mission critical power solutions increased by RM2.16 million or 75.5% from RM2.86 million in FYE 2022 to RM5.02 million in FYE 2023, which was in line with higher revenue recorded in FYE 2023.

12. FINANCIAL INFORMATION *(Cont'd)*

Our GP margin from provision mission critical power solutions decreased from 34.0% in FYE 2022 to 26.7% in FYE 2023. The decrease in GP margin was contributed by:

(a) higher GP margin of 34.0% in FYE 2022, mainly contributed by Kulai Project and Kulai 1 Project. These projects commenced and progressed into the installation, testing and commissioning works in the same year (i.e. FYE 2022) and more than 90.0% of contract works were completed; and

(b) lower GP margin from Kulai 2 Project, as we only commenced works in FYE 2023, which involved mainly the supply and delivery of underground fuel tanks, power cables, piping and wires, cable trunking and related accessories.

Conventional power solutions

Our GP from provision of conventional power solutions increased by RM0.24 million or 12.6% from RM1.91 million in FYE 2022 to RM2.15 million in FYE 2023 despite a decrease in revenue.

Our GP margin from provision of conventional power solutions increased from 9.6% in FYE 2022 to 13.4% in FYE 2023. The higher GP margin was mainly contributed by:

(a) better pricing for generator sets secured from suppliers due to our continued orders; and

(b) higher GP margin from Kota Damansara Project, Cyberjaya Project and a project for supply and installation of accessories in Johor Bahru, Johor, as these projects commenced and progressed to the installation, testing and commissioning in the same year (i.e. FYE 2023) and more than 90.0% of contract works were completed.

Renewable energy power solutions

Our GP from provision of renewable energy power solutions decreased by RM0.30 million or 17.3% from RM1.73 million in FYE 2022 to RM1.43 million in FYE 2023, which was in line with lower revenue recorded in FYE 2023.

Nonetheless, our GP margin from provision of renewable energy power solutions increased from 15.5% in FYE 2022 to 19.7% in FYE 2023. The higher GP margin in FYE 2023 was attributable to the following:

(a) higher GP margin for Senawang Project as this project had progressed into installation, testing and commissioning works in the same year (i.e. FYE 2023); and

(b) higher GP margin for Nilai Project, due to the variation order awarded by the client for change in design of this project.

12. FINANCIAL INFORMATION *(Cont'd)*

Comparison between FYE 2023 and FYE 2024

Our total GP increased by RM6.44 million or 74.9% from RM8.60 million in FYE 2023 to RM15.04 million in FYE 2024, mainly contributed by higher GP from provision of mission critical power solutions. Our overall GP margin for FYE 2024 was 29.8% (FYE 2023: 20.4%).

Mission critical power solutions

Our GP from provision of mission critical power solutions increased by RM7.77 million or 154.8% from RM5.02 million in FYE 2023 to RM12.79 million in FYE 2024 mainly contributed by the projects as explained in Section 12.2.2(i) above which had higher GP in FYE 2024, in line with higher revenue recorded in FYE 2024.

Our GP margin from provision of mission critical power solutions increased from 26.7% in FYE 2023 to 33.3% in FYE 2024. The GP margin in FYE 2024 was contributed by:

(a) higher GP margin for Kulai 3 Project and Kulai 2 Project, as these projects had progressed into the installation, testing and commissioning works stage in FYE 2024; and

(b) higher GP margin for Bukit Jalil 1 Project due to cost savings from change in project design.

Conventional power solutions

Our GP from provision of conventional power solutions decreased by RM0.39 million or 18.1% from RM2.15 million in FYE 2023 to RM1.76 million in FYE 2024, which was in line with lower revenue recorded in FYE 2024.

Our GP margin from provision of conventional power solutions increased from 13.4% in FYE 2023 to 25.2% in FYE 2024. This was mainly contributed by:

(a) higher margin for Pulau Pinang Project of 20.7% (FYE 2023: 8.4%) and Putrajaya Project of 78.0% (FYE 2023: 0.0%), as these projects had progressed into the installation, testing and commissioning stage in the same year (i.e. FYE 2024);

(b) although the GP margin for Jalan Ampang Project was lower in FYE 2024, representing 26.6%, the revenue contribution for this project represents 19.1% of revenue from conventional power solutions in FYE 2024, as compared to a higher GP margin of 39.7% for the same project in FYE 2023, whereby the revenue contribution for this project only represents 2.4% of revenue from conventional power solutions in FYE 2023. This project's revenue contribution and GP margin for FYE 2024 was relatively higher compared to other projects in the same year which had resulted in the increase in our GP margin from provision of conventional power solutions in FYE 2024. For clarification, the GP margin of this project for both FYE 2023 and 2024 are higher than the general range of GP margin of conventional power solutions segment as such project was in the installation, testing and commissioning stage between FYE 2023 and 2024; and

(c) Melaka 1 Project which commenced in FYE 2024 as the project's scope of works includes acoustic treatment, which generally yields a higher margin.

12. FINANCIAL INFORMATION *(Cont'd)*

Renewable energy power solutions

Our GP from provision of renewable energy power solutions decreased by RM0.93 million or 65.0% from RM1.43 million in FYE 2023 to RM0.50 million in FYE 2024, which was in line with lower revenue recorded in FYE 2024.

Our GP margin from provision of renewable energy power solutions decreased from 19.7% in FYE 2023 to 9.8% in FYE 2024 mainly due to under recognition of costs in previous years for Kuala Terengganu Project, which was subsequently recognised in FYE 2024 following the receipts of suppliers and subcontractors' final invoices subsequent to the finalisation of the project accounts with the client.

Comparison between FYE 2024 and FYE 2025

Our Group's total GP increased by RM15.98 million or 106.3% from RM15.04 million in FYE 2024 to RM31.02 million in FYE 2025, mainly contributed by higher GP from provision of mission critical power solutions and renewable energy power solutions segments. Our Group's overall GP margin for FYE 2025 was 40.1% (FYE 2024: 29.8%).

Mission critical power solutions

Our GP from provision of mission critical power solutions increased by RM12.67 million or 99.1% from RM12.79 million in FYE 2024 to RM25.46 million in FYE 2025 mainly contributed by the projects as explained in Section 12.2.2(i) above which had higher GP in FYE 2025, in line with higher revenue recorded in FYE 2025.

Our GP margin from provision of mission critical power solutions increased from 33.3% in FYE 2024 to 38.1% in FYE 2025. The higher GP margin in FYE 2025 was contributed by:

(a) higher GP margin for Ulu Tiram Project, Cyberjaya 3 Project and Johor Bahru 1 Project, due to the complexity of project scope and its specification; and

(b) higher GP margin for Cyberjaya 1 Project, Cyberjaya 2 Project, Kulai 8 Project and Kulai 10 Project, as these projects had progressed into the installation, testing and commissioning stage in FYE 2025.

Conventional power solutions

Despite a decrease in revenue, our GP from provision of conventional power solutions in FYE 2025 of RM1.78 million was consistent with the GP of RM1.76 million in FYE 2024.

Our GP margin from provision of conventional power solutions increased from 25.2% in FYE 2024 to 33.0% in FYE 2025. This was mainly due to the following:

(a) higher margin for Pulau Pinang Project of 37.3% (FYE 2024: 20.7%) as this project had progressed into the testing and commissioning stage; and

(b) higher margin for Sunway 1 Project as this project had progressed into the installation, testing and commissioning stage in the same year (i.e. FYE 2025).

12. FINANCIAL INFORMATION *(Cont'd)*

Renewable energy power solutions

Our GP from provision of renewable energy power solutions increased by RM3.28 million or 656.0% from RM0.50 million in FYE 2024 to RM3.78 million in FYE 2025.

Our GP margin from provision of renewable energy power solutions increased from 9.8% in FYE 2024 to 72.4% in FYE 2025 mainly due to higher margin for Nilai Project arising from the variation order awarded by the client for a change in solar PV system design and location of installation requested by the client and the corresponding costs incurred for the works, i.e. manpower costs was recorded under administrative expenses as these works were mainly specialised design works performed mainly by our Executive Director/ Chief Executive Officer, Ir. Albert Chang, with minor support works by our engineers.

(iii) Other income

	Audited							
	FYE 2022		FYE 2023		FYE 2024		FYE 2025	
	RM'000	%	RM'000	%	RM'000	%	RM'000	%
Interest income[1]	356	72.4	803	92.7	1,166	97.0	292	41.5
Insurance claim[2]	105	21.3	-	-	-	-	-	-
Gain on lease modification[3]	21	4.3	-	-	-	-	-	-
Income from short-term cash investment[4]	-	-	14	1.6	36	3.0	383	54.4
Administrative income	-	-	39	4.5	-	-	-	-
Others[5]	10	2.0	10	1.2	-	-	29	4.1
	492	**100.0**	**866**	**100.0**	**1,202**	**100.0**	**704**	**100.0**

Notes:

(1) Relates to interest income earned from bank balances and advances to immediate holding and related companies. The average interest rate per annum charged for the advances to immediate holding and related companies was 5.3% for FYE 2025 (FYE 2024: 7.7% to 8.1%; FYE 2023: 7.7% to 8.1%; FYE 2022: 3.5% to 7.9%).

(2) Relates to insurance claim for 1 unit of underground fuel tank due to a flood incident.

(3) Relates to the lease modification arising from the change in rental rates for the renewal of our existing rented headquarters (including storage) located in Shah Alam, Selangor.

(4) Relates to interest income earned from money market funds.

(5) Includes gain on foreign exchange, gain on disposal of property, plant and equipment, fair value gain on foreign exchange derivatives, and claims from human resources development fund for training conducted in FYE 2023.

Comparison between FYE 2022 and FYE 2023

Our other income increased by RM0.38 million or 77.6% from RM0.49 million in FYE 2022 to RM0.87 million in FYE 2023, mainly due to increase in interest income of RM0.44 million from advances provided to immediate holding and related companies arising from the higher outstanding balances and interest rate during the financial year.

The increase in other income was partially offset by the impact from the absence of an insurance claim amounting to RM0.11 million in FYE 2022.

Comparison between FYE 2023 and FYE 2024

Our other income increased by RM0.33 million or 37.9% from RM0.87 million in FYE 2023 to RM1.20 million in FYE 2024, due to increase in interest income of RM0.37 million from the advances to immediate holding and related companies arising from the higher outstanding balances and interest rate during the financial year.

The increase in other income was partially offset by the impact from the absence of one-off administrative fee of RM0.04 million in FYE 2023 for the utilisation of EIPT's bankers' guarantee by OCK Telco Infra.

Comparison between FYE 2024 and FYE 2025

Our other income decreased by RM0.50 million or 41.7% from RM1.20 million in FYE 2024 to RM0.70 million in FYE 2025, due to a decrease in interest income of RM0.88 million mainly from the advances to related companies following their full settlement of outstanding balances in FYE 2025.

The decrease in other income was partially offset by an increase in income from short-term cash investment of RM0.34 million as we increased our investment in short-term cash investment (money market funds) from RM1.00 million as at 31 December 2024 to RM14.39 million as at 31 December 2025.

(iv) Administrative expenses

	Audited							
	FYE 2022		**FYE 2023**		**FYE 2024**		**FYE 2025**	
	RM'000	**%**	**RM'000**	**%**	**RM'000**	**%**	**RM'000**	**%**
Staff costs[(1)]	1,543	50.5	1,639	49.1	2,328	55.5	3,109	51.2
Directors' remuneration	417	13.6	457	13.7	537	12.8	1,330	21.9
Depreciation expenses	302	9.9	327	9.8	358	8.5	410	6.8
Travelling and accommodation expenses	123	4.0	219	6.6	236	5.6	179	2.9
Marketing expenses[(2)]	64	2.1	89	2.7	169	4.0	165	2.7
Insurance and maintenance[(3)]	105	3.4	150	4.5	168	4.0	311	5.1
Management fees[(4)]	73	2.4	110	3.3	168	4.0	73	1.2
Professional fees[(5)]	168	5.5	232	6.9	114	2.7	242	4.0
Office expenses[(6)]	137	4.5	97	2.9	100	2.4	205	3.4
Bank charges	126	4.1	16	0.5	20	0.5	46	0.8
	3,058	**100.0**	**3,336**	**100.0**	**4,198**	**100.0**	**6,070**	**100.0**

12. FINANCIAL INFORMATION *(Cont'd)*

Notes:

(1) Consists of salaries, wages and allowances, bonuses, employees provident fund, social security contributions and other staff related costs of our employees.

(2) Mainly comprise entertainment, advertisement, hampers and gifts.

(3) Mainly comprise insurance and road tax for motor vehicles, fire and burglary insurance for headquarters (including storage), workmen compensation insurance, maintenance of motor vehicles, maintenance expenses incurred for headquarters (including storage) as well as security charges.

(4) Relates to services provided by OCK Setia Engineering to our Group including finance, human resource, and IT services. Our Group has assembled our own management team since June 2025 to undertake our finance, human resource and IT functions and has since ceased utilising such services from OCK Setia Engineering.

(5) Includes fees incurred for audit, company secretarial, legal and tax services.

(6) Mainly include utilities, telephone charges, printing, courier and stationery, license and subscription fees, software renewal and support fees and company events expenses charged by OCK Setia Engineering.

Comparison between FYE 2022 and FYE 2023

Our administrative expenses increased by RM0.28 million or 9.2% from RM3.06 million in FYE 2022 to RM3.34 million in FYE 2023, attributable to the following:

(a) increase in staff costs of RM0.10 million or 6.5%, mainly due to (i) annual salary adjustment for existing employees; and (ii) increase in our headcount mainly for our project team from 16 employees as at 31 December 2022 to 22 employees as at 31 December 2023;

(b) increase in travelling and accommodation expenses of RM0.10 million or 83.3% and management fees of RM0.04 million or 57.1% in line with the increased business activities in FYE 2023;

(c) increase in professional fees of RM0.06 million or 35.3%, due to higher legal fees. For information, a judicial review was initiated by EIPT as an applicant in July 2022 against the Royal Malaysian Customs Department ("**Royal Customs**") as the respondent on the dispute on import duty of generator sets by EIPT between May 2013 and May 2014. For clarification, EIPT paid the relevant import duties to their forwarding agent for the imported generator sets between May 2013 and May 2014. However, in November 2017, an investigation was conducted by Royal Customs on EIPT for the sales tax payable for the generator sets imported and concluded that there is an accrued sum of RM1.20 million and RM0.96 million in sales tax ("**Tax Sum**") respectively to be paid by EIPT and Royal Customs issued a demand notice on 14 January 2020 and 8 April 2022 ("**Demand Notice**") to demand from EIPT the payment of the Tax Sum ("**Demand**"), for which EIPT disagreed and claimed that such Demand Notice issued is invalid under the Sales Tax Act 1972. On 28 July 2022, the High Court granted the judicial review and the Demand Notice was suspended pending the outcome of the judicial review. On 3 January 2023, both parties attended a discussion and concluded that the judicial proceeding and Demand Notice will be

withdrawn by EIPT and Royal Customs' compounds issued for the Tax Sum would be cancelled entirely. On 3 January 2023, EIPT filed notice of discontinuance to the High Court in respect of the judicial review. Since then there has been no further action taken or initiated by Royal Customs on the matters;

(d) increase in insurance and maintenance of RM0.04 million or 36.4%, which mainly relates to regular maintenance on motor vehicles and headquarters (including storage); and

(e) increase in directors' remuneration of RM0.04 million or 9.5%, mainly due to increase in directors' salaries.

The increase in overall administrative expense was offset by the decrease in bank charges of RM0.11 million mainly due to lower charges for processing cheques, obtaining audit confirmations, and acquiring cheque books after our Company initiated and switched to e-banking in FYE 2023.

Comparison between FYE 2023 and FYE 2024

Our administrative expenses increased by RM0.86 million or 25.7% from RM3.34 million in FYE 2023 to RM4.20 million in FYE 2024, attributable to the following:

(a) increase in staff costs of RM0.69 million or 42.1%, mainly due to (i) annual salary adjustment and bonus payout for existing employees; and (ii) increase in our headcount mainly for our project team from 22 employees as at 31 December 2023 to 33 employees as at 31 December 2024;

(b) increase in directors' remuneration of RM0.07 million or 15.2%, mainly due to increase in directors' salaries and bonus payout in line with our revenue growth in FYE 2024;

(c) increase in marketing expenses of RM0.08 million or 88.9%, mainly due to higher entertainment expenses for business development; and

(d) increase in management fees of RM0.06 million or 54.5% in line with the increased business activities in FYE 2024.

The increase in overall administrative expense was offset by a decrease in professional fees of RM0.12 million or 52.2%, due to the absence of legal fee incurred for the judicial review proceeding with Royal Customs in FYE 2023, which did not recur in FYE 2024.

Comparison between FYE 2024 and FYE 2025

Our administrative expenses increased by RM1.87 million or 44.5% from RM4.20 million in FYE 2024 to RM6.07 million in FYE 2025, attributable to the following:

(a) increase in staff costs of RM0.78 million or 33.5%, mainly due to (i) annual salary adjustment for existing employees; and (ii) increase in our headcount mainly for our project team from 33 employees as at 31 December 2024 to 42 employees as at 31 December 2025;

(b) increase in directors' remuneration of RM0.79 million or 146.3%, mainly due to appointment of several Directors in FYE 2025;

12. FINANCIAL INFORMATION *(Cont'd)*

(c) increase in insurance and maintenance of RM0.14 million or 82.4%, which mainly relates to workmen compensation insurance, insurances and road tax for motor vehicles purchased in FYE 2025 as well as regular maintenance on motor vehicles and headquarters (including storage); and

(d) increase in professional fees of RM0.13 million or 118.2%, mainly due to increase in auditors' remuneration for FYE 2025.

(v) Other operating expenses

	Audited							
	FYE 2022		FYE 2023		FYE 2024		FYE 2025	
	RM'000	%	RM'000	%	RM'000	%	RM'000	%
Loss on winding up of an associate	-	-	-	-	19	90.4	-	-
Unrealised loss on foreign exchange	-	-	2	66.7	1	4.8	1	16.7
Realised loss on foreign exchange	11	100.0	1	33.3	1	4.8	3	50.0
Deposit written off	-	-	-	-	-	-	2	33.3
	11	**100.0**	**3**	**100.0**	**21**	**100.0**	**6**	**100.0**

Comparison between FYE 2022 and FYE 2023

For FYE 2022, our other operating expenses were due to realised loss on foreign exchange arising from weaker RM against EUR when making payment for the outstanding foreign purchases, which are denominated in EUR.

For FYE 2023, our other operating expenses were mainly due to unrealised loss on foreign exchange arising from translation on foreign currencies bank balances into RM arising from weaker RM against USD as at 31 December 2023.

Comparison between FYE 2023 and FYE 2024

For FYE 2024, our other operating expenses were mainly due to loss on winding up of an associate company, as Sunvoltic had been dissolved as at 31 December 2024.

Comparison between FYE 2024 and FYE 2025

For FYE 2025, our other operating expenses were mainly due to realised loss on foreign exchange arising from the timing difference between the advanced payments to suppliers and the receipt of the supplier invoices (of which the supplier invoices were received later), due to the strengthening of RM against USD.

12. FINANCIAL INFORMATION *(Cont'd)*

(vi) Finance costs

	Audited							
	FYE 2022		FYE 2023		FYE 2024		FYE 2025	
	RM'000	%	RM'000	%	RM'000	%	RM'000	%
Lease liabilities	16	42.1	9	42.9	-	-	10	33.3
Hire purchase payables	10	26.3	11	52.3	19	100.0	20	66.7
Bank overdrafts	12	31.6	1	4.8	(1)	(1)	(1)	(1)
	38	**100.0**	**21**	**100.0**	**19**	**100.0**	**30**	**100.0**

Note:

(1) Represents less than RM500 or less than 0.1%.

Comparison between FYE 2022 and FYE 2023

Our finance costs decreased by RM0.02 million or 50.0% from RM0.04 million in FYE 2022 to RM0.02 million in FYE 2023, mainly attributable to the following:

(a) decrease in interest on bank overdraft of RM0.01 million or 91.7% attributable to lower utilisation of bank overdraft in FYE 2023; and

(b) decrease in interest on lease liabilities of approximately RM0.01 million or 43.8% attributable to shorter lease periods as the tenancy for our existing rented headquarters (including storage) neared expiry in FYE 2023.

Comparison between FYE 2023 and FYE 2024

Our finance costs for FYE 2024 remained consistent at RM0.02 million with FYE 2023. The higher interests charged on hire purchase payables of RM0.01 million or 100.0% was attributable to an additional motor vehicle acquired in FYE 2024 under hire purchase arrangement.

Comparison between FYE 2024 and FYE 2025

Our finance costs for FYE 2025 increased by RM0.01 million or 50.0% from RM0.02 million in FYE 2024 to RM0.03 million in FYE 2025, due to higher interests charged on lease liabilities of RM0.01 million in respect of renewal of tenancy agreement of our headquarters (including storage) in January 2025.

(vii) Taxation, PBT and PAT

The following tables set out the comparison between the statutory tax rates and our effective tax rates for FYE 2022 to 2025:

	Audited			
	FYE 2022	FYE 2023	FYE 2024	FYE 2025
Malaysia statutory tax rate (%)	24.0	24.0	24.0	24.0
Taxation (RM'000)	974	1,618	2,950	6,270
Effective tax rate (%)	25.1	26.5	24.6	24.5

12. FINANCIAL INFORMATION *(Cont'd)*

The following table sets out our PBT, PBT margin, PAT and PAT margin for FYE 2022 to 2025:

	Audited			
	FYE 2022	**FYE 2023**	**FYE 2024**	**FYE 2025**
PBT (RM'000)	3,880	6,106	12,007	25,617
PBT margin (%)	9.8	14.5	23.8	33.1
PAT (RM'000)	2,906	4,488	9,057	19,347
PAT margin (%)	7.4	10.7	18.0	25.0

Comparison between FYE 2022 and FYE 2023

We recorded an increase in PBT of RM2.23 million or 57.5% from RM3.88 million in FYE 2022 to RM6.11 million in FYE 2023. The increase in PBT was mainly derived from the higher GP, as explained in Section 12.2.2(ii) above, as well as other income of RM0.87 million, as explained in Section 12.2.2(iii) above. Accordingly, our PBT margin increased from 9.8% for FYE 2022 to 14.5% for FYE 2023.

Our tax expenses increased by RM0.65 million or 67.0% to RM1.62 million in FYE 2023 (FYE 2022: RM0.97 million), mainly due to higher PBT recorded in FYE 2023.

Our effective tax rate of 26.5% in FYE 2023 (FYE 2022: 25.1%) was higher than the statutory tax rate of 24.0%, mainly due to the non-deductible expenses for tax purposes such as depreciation for non-qualifying assets as well as legal fees incurred in relation to judicial review proceeding with Royal Customs.

Due to the foregoing, our PAT increased from RM2.91 million in FYE 2022 to RM4.49 million in FYE 2023. Our PAT margin increased from 7.4% in FYE 2022 to 10.7% in FYE 2023, mainly due to higher PBT margin in FYE 2023.

Comparison between FYE 2023 and FYE 2024

We recorded an increase in PBT of RM5.90 million or 96.6% from RM6.11 million in FYE 2023 to RM12.01 million in FYE 2024. The increase in PBT was mainly derived from the higher GP, as explained in Section 12.2.2(ii) above, as well as other income of RM1.17 million, as explained in Section 12.2.2(iii) above. Accordingly, our PBT margin increased from 14.5% for FYE 2023 to 23.8% for FYE 2024.

Our tax expenses increased by RM1.33 million or 82.1% to RM2.95 million in FYE 2024 (FYE 2023: RM1.62 million), mainly due to higher PBT recorded in FYE 2024.

Our effective tax rate of 24.6% in FYE 2024 (FYE 2023: 26.5%) was slightly higher than the statutory tax rate of 24.0%, mainly due to the non-deductible expenses for tax purposes such as depreciation for non-qualifying assets.

Due to the foregoing, our PAT increased from RM4.49 million in FYE 2023 to RM9.06 million in FYE 2024. Our PAT margin increased from 10.7% in FYE 2023 to 18.0% in FYE 2024, mainly due to higher PBT margin in FYE 2024.

12. FINANCIAL INFORMATION *(Cont'd)*

Comparison between FYE 2024 and FYE 2025

We recorded an increase in PBT of RM13.61 million or 113.3% from RM12.01 million in FYE 2024 to RM25.62 million in FYE 2025. The increase in PBT was mainly derived from the higher GP, as explained in Section 12.2.2(ii) above, but this was partially offset by higher administrative expenses as explained in Section 12.2.2(iv). Accordingly, our PBT margin increased from 23.8% for FYE 2024 to 33.1% for FYE 2025.

Our tax expenses increased by RM3.32 million or 112.5% to RM6.27 million in FYE 2025 (FYE 2024: RM2.95 million), mainly due to higher PBT recorded in FYE 2025.

Our effective tax rate of 24.5% in FYE 2025 (FYE 2024: 24.6%) was slightly higher than the statutory tax rate of 24.0%, mainly due to the non-deductible expenses for tax purposes such as depreciation for non-qualifying assets.

Due to the foregoing, our PAT increased from RM9.06 million in FYE 2024 to RM19.35 million in FYE 2025. Our PAT margin increased from 18.0% in FYE 2024 to 25.0% in FYE 2025, mainly due to higher PBT margin in FYE 2025.

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12. FINANCIAL INFORMATION *(Cont'd)*

12.2.3 Review of cash flows

	Audited			
	FYE 2022	**FYE 2023**	**FYE 2024**	**FYE 2025**
	RM'000	**RM'000**	**RM'000**	**RM'000**
Net cash from operating activities	2,481	13,500	1,761	19,127
Net cash from/ (used in) investing activities	35	(130)	(7,339)	1,905
Net cash (used in)/ from financing activities	(2,192)	(5,892)	699	(18,186)
Net increase/(decrease) in cash and cash equivalents	**324**	**7,478**	**(4,879)**	**2,846**
Cash and cash equivalents at the beginning of financial year	422	753	8,229	3,350
Effect of exchange rate changes on cash and cash equivalents	7	(2)	(1)	(1)
Cash and cash equivalents at the end of financial year(2)	**753**	**8,229**	**3,350**	**6,196**

Notes:

(1) Represents less than RM500.

(2) Cash and cash equivalents comprise the following:

	Audited			
	FYE 2022	**FYE 2023**	**FYE 2024**	**FYE 2025**
	RM'000	**RM'000**	**RM'000**	**RM'000**
Cash balances	23	28	29	21
Bank balances	730	8,201	3,321	6,175
	753	**8,229**	**3,350**	**6,196**

FYE 2022

Net cash from operating activities

For FYE 2022, we recorded net operating cash inflow of RM2.48 million after taking into consideration the PBT of approximately RM3.88 million, which was then adjusted for non-cash and other items of approximately RM0.26 million, mainly comprising depreciation of property, plant and equipment, interest income and finance costs, as well as further adjustment for the following working capital changes:

(a) increase in inventories of RM0.54 million as our Group purchased more materials such as cable for renewable energy projects towards the last quarter of FYE 2022 to cater for higher project requirements in FYE 2023;

(b) increase in receivables of RM5.50 million, mainly due to higher progress billings issued to our clients towards the last quarter of FYE 2022;

(c) increase in payables of RM5.04 million, mainly due to increase in trade payables arising from higher accruals for purchases as at 31 December 2022; and

(d) income tax paid of RM0.62 million.

12. FINANCIAL INFORMATION *(Cont'd)*

Net cash from investing activities

For FYE 2022, we recorded a net cash inflow of RM0.04 million from our investing activities, mainly attributable to:

(a) net change in amount owing by ultimate holding company (i.e. OCK) of RM0.51 million, being repayments of advances to our Company; and

(b) interest received of RM0.36 million, mainly due to interests charged on the outstanding advances owing by our ultimate holding company (i.e. OCK), immediate holding company (i.e. OCK Setia Engineering) and then associate company (i.e. Sunvoltic), during FYE 2022.

The cash inflow from investing activities was partially offset by the net changes in amount owing by immediate holding company of RM0.82 million, comprising advances to OCK Setia Engineering from our Company.

Net cash used in financing activities

For FYE 2022, we recorded a net cash outflow of RM2.19 million for our financing activities, due to the following:

(a) payment of dividends of RM2.00 million in respect of FYE 2022;

(b) interest paid of RM0.31 million, comprising interest expenses charged on bankers' acceptance and bank overdraft;

(c) repayment of lease liabilities of RM0.18 million, relating to the lease of our existing headquarters (including storage); and

(d) repayment of hire purchase payables of RM0.06 million, to finance the purchase of motor vehicles.

The cash outflow from financing activities was partially offset by the net drawdown of bankers' acceptance of RM0.36 million to finance the purchases.

FYE 2023

Net cash from operating activities

For FYE 2023, we recorded net operating cash inflow of RM13.50 million after taking into consideration the PBT of approximately RM6.11 million, which was then adjusted for non-cash and other items of approximately RM0.27 million, mainly comprising depreciation of property, plant and equipment, interest income and finance costs, as well as further adjustment for the following working capital changes:

(a) decrease in inventories of RM0.68 million as our Group had utilised the remaining cables stored in our headquarters (including storage) for our renewable energy projects. Further, our Group does not keep inventories as our suppliers will generally deliver the materials directly to project site;

(b) increase in contract assets of RM0.84 million for 1 project due to timing difference with higher revenue recognised for works performed compared to the progress billing issued to our client;

(c) decrease in receivables of RM9.47 million, mainly due to a decrease in trade receivable arising from improved collections from clients in FYE 2023;

(d) decrease in payables of RM0.28 million, mainly due to decrease in trade payables arising from timely payments made to suppliers; and

(e) income tax paid of RM1.40 million.

Net cash used in investing activities

For FYE 2023, we recorded a net cash outflow of RM0.13 million for our investing activities, attributable to net changes in amount owing by related companies of RM3.06 million, mainly comprising advances to a related party, OCK M&E from our Group.

The cash outflow from investing activities was partially offset by the following:

(a) net changes in amount owing by immediate holding company of RM2.15 million, comprising repayment of advances from OCK Setia Engineering (who was our Group's immediate holding company in FYE 2022) to our Company of RM6.15 million and advances from our Company to OCK of RM4.00 million; and

(b) interest received of RM0.80 million, mainly interest charged on the outstanding advances owing by OCK, OCK Setia Engineering and OCK M&E during FYE 2023.

Net cash used in financing activities

For FYE 2023, we recorded a net cash outflow of RM5.89 million for our financing activities, due to the following:

(a) net repayment of bankers' acceptance of RM3.36 million to finance our purchases;

(b) payment of dividends of RM3.00 million in respect of FYE 2023;

(c) interest paid of RM0.21 million, comprising interest expenses on bankers' acceptance and bank overdraft;

(d) repayment of lease liabilities of RM0.19 million, relating to the lease of our existing headquarters (including storage); and

(e) repayment of hire purchase payables of RM0.07 million, to finance the purchase of motor vehicles.

The cash outflow from financing activities was partially offset by the following:

(a) net changes in amount owing to a shareholder of RM0.48 million, comprising dividends payable in respect of FYE 2023; and

(b) net changes in amount owing to an associate company of RM0.46 million, being transfer of remaining bank balances of Sunvoltic to our Group, as Sunvoltic was in the midst of winding up.

12. FINANCIAL INFORMATION *(Cont'd)*

FYE 2024

Net cash from operating activities

For FYE 2024, we recorded net operating cash inflow of RM1.76 million after taking into consideration the PBT of approximately RM12.01 million, which was then adjusted for non-cash and other items of approximately RM0.47 million, mainly comprising depreciation of property, plant and equipment, interest income and finance costs, as well as further adjustment for the following working capital changes:

(a) decrease in contract assets of RM0.87 million as invoices were issued in FYE 2024 for works previously done in FYE 2023;

(b) increase in receivables of RM10.58 million, mainly due to higher progress billings issued to our clients towards the last quarter of FYE 2024 and higher prepayment from increase in prepaid project costs and advance payments to suppliers as at 31 December 2024;

(c) increase in payables of RM2.34 million, mainly due to increase in trade payables arising from higher accruals for purchases as at 31 December 2024; and

(d) income tax paid of RM2.42 million.

Net cash used in investing activities

For FYE 2024, we recorded a net cash outflow of RM7.34 million for our investing activities, attributable to the following:

(a) net changes in amount owing by related companies of RM11.94 million, comprising advances to OCK Setia Engineering, OCK Telco Infra and OCK M&E from our Group; and

(b) net increase in other investment of RM0.99 million, being monies invested into money market funds in FYE 2024.

The cash outflow from investing activities was partially offset by the following:

(a) net changes in amount owing by immediate holding company of RM4.00 million, being repayments of advances to our Company;

(b) interest received of RM1.15 million, mainly interest charged on the outstanding advances owing by OCK, OCK Setia Engineering, OCK M&E and OCK Telco Infra during FYE 2024; and

(c) refund of RM0.48 million from the winding up of an associate company i.e. Sunvoltic in FYE 2024.

Net cash from financing activities

For FYE 2024, we recorded a net cash inflow of RM0.70 million for our financing activities, due to net drawdown of bankers' acceptance of RM5.34 million to finance our purchases.

The cash inflow from financing activities was partially offset by the following:

(a) payment of dividends of RM3.00 million in respect of FYE 2024;

12. FINANCIAL INFORMATION *(Cont'd)*

(b) interest paid of RM0.36 million, comprising interest expenses on bankers' acceptance and bank overdraft;

(c) repayment of lease liabilities of RM0.22 million, relating to the lease of our existing headquarters (including storage);

(d) repayment of hire purchase payables of RM0.12 million, to finance the purchase of motor vehicles;

(e) net changes in amount owing to a shareholder of RM0.48 million, being payment of dividends payable to a shareholder in FYE 2024; and

(f) net changes in amount owing to an associate company of RM0.46 million, being recovery of the cost of investment in Sunvoltic.

FYE 2025

Net cash from operating activities

For FYE 2025, we recorded net operating cash inflow of RM19.13 million after taking into consideration the PBT of approximately RM25.62 million, which was then adjusted for non-cash and other items of approximately RM0.04 million, mainly comprising depreciation of property, plant and equipment, interest income, income from short-term cash investment and finance costs, as well as further adjustment for the following working capital changes:

(a) increase in contract assets of RM4.36 million for 3 projects due to timing difference with higher revenue recognised for works performed compared to progress billings issued to the client;

(b) increase in receivables of RM3.01 million, mainly due to an increase in trade receivables arising from higher progress billings issued to our clients in FYE 2025;

(c) increase in contract liabilities of RM1.10 million, as our Group has issued billings or received payments for works where revenue has yet to be recognised as the performance obligations have not been fully met;

(d) increase in payables of RM4.29 million, mainly due to increase in trade payables arising from higher credit purchases made towards the last quarter of FYE 2025; and

(e) income tax paid of RM4.65 million.

Net cash from investing activities

For FYE 2025, we recorded a net cash inflow of RM1.91 million for our investing activities, mainly attributable to the following:

(a) net changes in amount owing by related companies of RM15.00 million, being repayments of advances to our Group;

(b) income received from short-term cash investment of RM0.38 million; and

(c) interest received of RM0.22 million, mainly interests charged on the outstanding advances owing by OCK Setia Engineering, OCK M&E and OCK Telco Infra during FYE 2025.

12. FINANCIAL INFORMATION *(Cont'd)*

The cash inflow from investing activities was partially offset by the following:

(a) net increase in other investment of RM13.38 million, being monies invested into money market funds in FYE 2025 using funds from the repayments of advances received from our related parties in FYE 2025; and

(b) cash payment of RM0.32 million, mainly comprising the renovation for our existing headquarters (including storage).

Net cash used in financing activities

For FYE 2025, we recorded a net cash outflow of RM18.19 million for our financing activities, due to the following:

(a) payment of dividends of RM14.00 million, comprises dividends of RM5.00 million in respect of FYE 2024 and dividends of RM9.00 million in respect of FYE 2025;

(b) net repayment of bankers' acceptance of RM3.48 million to finance our purchases;

(c) interest paid of RM0.31 million, mainly comprising interest expenses charged on bankers' acceptance;

(d) repayment of lease liabilities of RM0.24 million, relating to the lease of our existing headquarters (including storage); and

(e) repayment of hire purchase payables of RM0.16 million, to finance the purchase of motor vehicles.

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12. FINANCIAL INFORMATION *(Cont'd)*

12.3 LIQUIDITY AND CAPITAL RESOURCES

12.3.1 Working capital

We finance our operations with cash generated from operations, credit extended by trade payables and/ or financial institutions as well as cash and bank balances. Our facilities from financial institutions comprise bank overdrafts, bankers' acceptance as well as finance lease liabilities.

The decision to utilise either internally generated funds or borrowings for our business operations depends on, amongst others, our cash and bank balances, expected cash inflows, future working capital requirements, future capital expenditure requirements and interest rates on borrowings. We carefully consider our cash position and ability to obtain further financing before making significant capital commitments.

There are no legal, financial, or economic restrictions on our subsidiary's ability to transfer funds to our Company in the form of cash dividends, loans or advances, subject to the availability of distributable reserves compliance with financial covenants during FYE 2022 to 2025.

Our Board confirms that we have sufficient working capital for our existing and foreseeable requirements for a period of 12 months from the date of this Prospectus, taking into consideration the following:

(a) our cash and cash equivalents of approximately RM7.93 million as at LPD;

(b) our expected future cash flows from operations and proceeds from the Public Issue of which RM24.96 million is earmarked for our working capital;

(c) our total banking facilities as at LPD of RM39.70 million (excluding finance leases), of which RM15.98 million have been utilised; and

(d) our pro forma gearing level of 0.10 times, based on our pro forma combined statements of financial position as at 31 December 2025 after the subsequent event, Acquisition, IPO and utilisation of proceeds.

Given that we still have sufficient unutilised banking facilities as at LPD together with the earmarked proceeds from the Public Issue, and based on our existing order book as at LPD, we do not foresee additional external financing to fund our working capital within the next 12 months from the date of this Prospectus.

At this juncture, we do not foresee any circumstances which will materially affect our liquidity. Our finance and accounting department work closely with our contracts department for the collection of outstanding balances on a monthly basis. This measure has proven to be effective while maintaining a cordial relationship with our clients.

12. FINANCIAL INFORMATION *(Cont'd)*

12.4 BORROWINGS

All of our borrowings are secured, interest-bearing and denominated in RM. Our total outstanding borrowings as at 31 December 2025 stood at RM7.26 million (excluding lease liabilities arising from rental obligations), details of which are set out below:

	Purpose	Security	Tenure of the facility	Effective average interest rate	As at 31 December 2025
				%	RM'000
Interest bearing short-term borrowings, payable within 1 year:					
Bankers' acceptance	Working capital requirements	(a) Personal guarantee by a Director of our Company (i.e. Ir. Albert Chang); and (b) Corporate guarantee by our immediate holding company, OCK.	Up to 180 days	3.5 to 5.0	6,871
Hire purchase payables	Purchase of motor vehicles	Certain lease liabilities are secured by motor vehicles under hire purchase arrangements.	5 to 7 years	3.7 to 4.8	154
					7,025
Interest bearing long-term borrowings, payable after 1 year:					
Hire purchase payables	Purchase of motor vehicles	Certain lease liabilities are secured by motor vehicles under hire purchase arrangements.	5 to 7 years	3.7 to 4.8	236
					236
Total borrowings					**7,261**
Gearing (times)					
After the subsequent event, Acquisition but before Public Issue and utilisation of proceeds[(1)]					0.43
After the subsequent event, Acquisition, Public Issue and utilisation of proceeds[(2)]					0.10

12. FINANCIAL INFORMATION *(Cont'd)*

Notes:

(1) Computed based on our pro forma equity of RM16.83 million in the pro forma combined statements of financial position, after the subsequent event, Acquisition but before Public Issue and utilisation of proceeds.

(2) Computed based on our pro forma equity of RM73.71 million in the pro forma combined statements of financial position, after the subsequent event, Acquisition, Public Issue and utilisation of proceeds.

We also rely on bank guarantees for performance bonds. Such bank guarantees are used for all aspects of the contract lifecycle from the start of project award to project handover to clients in accordance with the terms of each contract. The bank guarantees allow us to execute and guarantee our deliverables to our clients. The tenure requirements for the bank guarantees are structured to match the tenure of the contracts awarded by our clients. During FYE 2022 to 2025 and up to LPD, our Group did not utilise any bank guarantees in relation to any tender submitted by our Group.

Our total bank guarantees as at 31 December 2025 and LPD stood at RM8.20 million and RM8.20 million respectively, details as set out below. All our bank guarantees are secured, interest-bearing and denominated in RM:

	Purpose	Security	Tenure	Interest rate	As at 31 December 2025	As at LPD
				% per annum	RM'000	RM'000
Bank guarantees	Performance bonds for contract works carried out by our Group	(a) Personal guaranteed by a Director of our Company (i.e. Ir. Albert Chang); and (b) corporate guarantee by our immediate holding company, OCK	Up to 180 months	3.5 to 5.0	8,204	8,204

The liabilities in respect of the performance bonds will only crystallise and become payable following a call by our clients of the performance bonds in accordance with the terms and conditions of such contracts. During FYE 2022 to 2025, we did not experience any call of the performance bonds issued to our clients.

As at LPD, we do not have any borrowings which are non-interest bearing and/ or in foreign currency. We also do not encounter any seasonality in our borrowings trend and there is no restriction on our committed borrowing facilities.

We have not defaulted on payments of principal sums and/ or interests in respect of any of our borrowings throughout FYE 2022 to 2025 and up to LPD.

12. FINANCIAL INFORMATION *(Cont'd)*

As at LPD, neither our Company nor any of our subsidiaries are in breach of any terms and conditions or covenants associated with the credit arrangement or bank loan which can materially affect our (a) financial position and results; (b) business operations; or (c) the investments by holders of our securities.

During FYE 2022 to 2025, we did not experience any claw back or reduction in the facilities limit granted to us by our lenders.

In conjunction with our Listing, we have applied to the financiers to obtain a release and/ or discharge of the guarantees by substituting the same with a corporate guarantee from our Company and/or other securities from our Group acceptable to the financiers. Until such release and/ or discharge are obtained from the respective financiers and our Promoters will continue to guarantee the banking facilities extended to our Group. As at LPD, we have received conditional approvals from all our Financiers, namely AmBank (M) Berhad, United Overseas Bank (Malaysia) Berhad, Hong Leong Bank Berhad and Public Bank Berhad (subject to, among others, our Listing) to discharge the guarantees by substituting the same with a corporate guarantee from our Company and/ or other securities from our Group acceptable to the financial institutions.

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12. FINANCIAL INFORMATION *(Cont'd)*

12.5 TYPES OF FINANCIAL INSTRUMENTS USED, TREASURY POLICIES AND OBJECTIVES

Save as disclosed in Section 12.4 above, we do not have or utilise any other financial instruments or have any other treasury policies. Our cash and cash equivalents are primarily held in RM. All our financial instruments are used towards purchases and for our working capital requirements.

As at LPD, save for our finance lease liabilities which are based on fixed rates, our other facilities with licensed financial institutions are based on base rate plus or minus a rate which varies depending on the type of facility.

12.6 MATERIAL CAPITAL COMMITMENTS

As at LPD, save as disclosed below, we do not have any other material capital commitments:

	To be funded from proceeds of our Public Issue
	RM'000
Approved but not contracted for:	
• Acquisition and setup of new headquarters cum warehouse[(1)]	18,255
• Capital expenditure for the installation of building energy efficiency systems[(2)]	10,000
• Establishment of a branch office cum warehouse in Johor (i.e. renovation works)[(3)]	1,780
	30,035

Notes:

(1) Further details are set out in Section 4.9.1(a).

(2) Further details are set out in Section 4.9.1(b).

(3) Further details are set out in Section 4.9.1(d).

We plan to meet our capital commitments through the proceeds from our Public Issue as set out in Section 4.9.1(a), (b) and (d).

12.7 MATERIAL LITIGATION AND CONTINGENT LIABILITIES

In the 12 months immediately preceding the date of this Prospectus up to LPD, we have not engaged in any other material litigation, claim or arbitration either as plaintiff or defendant and there is no governmental, legal or arbitration proceedings pending or threatened, including those relating to bankruptcy, receivership or similar proceedings, or any fact likely to give rise to any proceeding which may have or have had, material or significant effects on the financial position or profitability of our Group.

As at LPD, save for the bank guarantees amounting to RM8.20 million as disclosed in Section 12.4, our Directors confirm that there are no material contingent liabilities incurred by our Group, which upon becoming enforceable may have a material effect on our Group's business, financial results or position.

12. FINANCIAL INFORMATION *(Cont'd)*

12.8 KEY FINANCIAL RATIOS

The key financial ratios of our Group for FYE 2022 to 2025 are as follows:

	Audited			
	FYE 2022	**FYE 2023**	**FYE 2024**	**FYE 2025**
Trade receivable turnover (days)[1]	90	60	36	48
Trade payable turnover (days)[2]	27	23	23	39
Inventory turnover (days)[3]	5	5	<1	<1
Current ratio (times)[4]	1.3	1.5	1.6	1.7
Gearing ratio (times)[5]	1.3	0.6	0.7	0.4

Notes:

(1) Computed based on average opening and closing trade receivables (including amount due from immediate holding company and related companies (trade nature) and excluding retention sum) over revenue for the year multiplied by 365 days for FYE 2022, 2023 and 2025 and 366 days for FYE 2024.

(2) Computed based on average opening and closing trade payables (excluding trade accruals) over total cost of sales for the year multiplied by 365 days for FYE 2022, 2023 and 2025 and 366 days for FYE 2024.

(3) Computed based on the average opening and closing inventories over purchases for the year, multiplied by 365 days for FYE 2022, 2023 and 2025 and 366 days for FYE 2024.

(4) Computed based on current assets over current liabilities as at each year end.

(5) Computed based on total interest-bearing borrowings (excluding lease liabilities arising from rental obligation) divided by total equity at the end of each financial year.

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12. FINANCIAL INFORMATION *(Cont'd)*

12.8.1 Trade receivable turnover period

Our trade receivables turnover days for FYE 2022 to 2025 is as follows:

	Audited			
	FYE 2022	**FYE 2023**	**FYE 2024**	**FYE 2025**
	RM'000	**RM'000**	**RM'000**	**RM'000**
Opening trade receivables[(1)]	7,309	12,281	1,531	8,405
Closing trade receivables[(1)]	12,281	1,531	8,405	11,825
Average trade receivables	9,795	6,906	4,968	10,115
Revenue	39,510	42,067	50,440	77,395
Trade receivable turnover days	90	60	36	48

Note:

(1) Includes amount due from immediate holding company and related companies (trade nature) and excludes retention sum.

For projects secured through tendering, our Group follows the stated credit period in the LOAs and purchase orders which ranges from 30 days to 90 days. There were no changes to our credit policies and procedures from FYE 2022 to 2025.

Our trade receivable turnover period for FYE 2022 to 2025 were between 36 days and 90 days, which were within our normal credit period.

Our Group's trade receivable turnover period decreased from 90 days in FYE 2022 to 60 days in FYE 2023 and subsequently to 36 days in FYE 2024 mainly due to a shift in focus, from conventional power solutions projects in FYE 2022 to more mission critical power solutions projects in FYE 2023 and FYE 2024, of which our clients for mission critical power solutions projects typically settle their progress billings more promptly and the credit term granted to clients for mission critical power solutions segment are shorter as compared to conventional power solutions segment. Our Group's trade receivable turnover period increased from 36 days in FYE 2024 to 48 days in FYE 2025 mainly due to more progress billings issued towards the end of FYE 2025.

The aging analysis of our trade receivables as at 31 December 2025 is as follows:

	Trade receivables as at 31 December 2025		**Amount collected from 1 January 2026 up to LPD**	**Balance of trade receivables which have yet to be collected as at LPD**
	RM'000	**Percentage of trade receivables**	**RM'000**	**RM'000**
	(a)	**(a)/total of (a)**	**(b)**	**(c) = (a)-(b)**
Neither past due nor impaired	6,735	37.7	6,182	553
Past due but not impaired:	5,090	28.5	5,084	6
- 1 to 30 days	1,457	8.1	1,453	4
- 31 to 60 days	1,138	6.4	1,136	2
- 61 to 90 days	965	5.4	965	-
- more than 90 days	1,530	8.6	1,530	-
Retention sum	6,040	33.8	-	6,040
	17,865	**100.0**	**11,266**	**6,599**

12. FINANCIAL INFORMATION *(Cont'd)*

Subsequent to 1 January 2026 and up to LPD, we have collected RM11.27 million, representing 63.1% of the total trade receivables as at 31 December 2025, of which RM5.08 million were relating to trade receivables past due as at 31 December 2025.

Our Group has not encountered any other major disputes with our clients. With respect to overdue debts, we have generally been able to collect payment eventually as evidenced by our subsequent collections after 31 December 2025.

Our Group has in place a credit procedure (such as sending statement of accounts and reminder emails to clients as well as follow up calls with debtors) to monitor and minimise the exposure of default. Receivables are monitored on a regular and an ongoing basis. Credit evaluations are performed on all clients requiring credit over certain amount.

Our management closely monitors the recoverability of trade receivables on a regular basis, and, when appropriate, provides for specific impairment of these trade receivables. There is no impairment loss recognised during FYE 2022, 2023, 2024 and 2025. Our Board is of the view that the remaining trade receivables are recoverable taking into consideration our relationship with our clients, as well as our efforts to improve collection with various credit control measures to reduce the potential exposure on credit risk.

12.8.2 Trade payable turnover period

The normal credit period granted by our suppliers and subcontractors to our Group ranges from 30 days and up to 90 days from the date of suppliers' invoice.

Our trade payable turnover days for FYE 2022 to 2025 is as follows:

	Audited			
	FYE 2022	**FYE 2023**	**FYE 2024**	**FYE 2025**
	RM'000	**RM'000**	**RM'000**	**RM'000**
Opening trade payables[(1)]	2,745	2,140	2,097	2,412
Closing trade payables[(1)]	2,140	2,097	2,412	7,601
Average trade payables	2,443	2,119	2,255	5,007
Cost of sales	33,015	33,467	35,397	46,376
Average trade payables turnover days	27	23	23	39

Note:

(1) Excludes trade accruals which amounted to RM7.56 million, RM7.26 million, RM9.33 million and RM8.18 million as at 31 December 2022, 31 December 2023, 31 December 2024 and 31 December 2025, respectively. Trade accruals relate to those purchases of materials and works performed by our subcontractors, which are pending the receipt of the invoices from the suppliers and subcontractors.

Our trade payable turnover periods for FYE 2022 of 27 days, FYE 2023 of 23 days, FYE 2024 of 23 days and FYE 2025 of 39 days were within our normal credit period.

Our Group's trade payable turnover period decreased from 27 days in FYE 2022 to 23 days in FYE 2023 as we made earlier payments to our suppliers and subcontractors at the back of our improved collection from our clients. Our Group's trade payable turnover period for FYE 2024 of 23 days was consistent with FYE 2023.

12. FINANCIAL INFORMATION *(Cont'd)*

Our Group's trade payable turnover period increased from 23 days in FYE 2024 to 39 days in FYE 2025 as higher purchases made towards the last quarter of FYE 2025, mainly for Ulu Tiram Project, Cyberjaya 3 Project, Cyberjaya 1 Project, Johor Bahru 1 Project, Cyberjaya 2 Project and Kulai 8 Project. Further, our Group manages our working capital by aligning supplier and subcontractor payments with customer collections.

The aging analysis of our trade payables as at 31 December 2025 is as follows:

	Trade payables as at 31 December 2025		**Amount paid from 1 January 2026 up to LPD**	**Balance of trade payables unpaid as at LPD**
	RM'000	**Percentage of trade payables**	**RM'000**	**RM'000**
	(a)	**(a)/total of (a)**	**(b)**	**(c) = (a)-(b)**
Within credit period	3,262	20.7	1,831	1,431
Exceeding credit period:	4,339	27.5	4,042	297
- 1 to 30 days	2,087	13.2	1,985	102
- 31 to 60 days	2,153	13.6	2,005	148
- 61 to 90 days	10	0.1	10	-
- more than 90 days	89	0.6	42	47
Trade accruals[(1)]	8,175	51.8	3,979	4,196
	15,776	**100.0**	**9,852**	**5,924**

Note:

(1) Trade accruals relate to those purchases of materials and works performed by our subcontractors, which are pending the receipt of the invoices from the suppliers and subcontractors. Trade accruals only become payable once an invoice is received from supplier and its due date is determined by the supplier's credit terms. Hence, the credit period in relation to such trade accruals will only commence upon receipt of the relevant invoices.

As at LPD, we have paid RM9.85 million or 62.4% of our trade payables as at 31 December 2025. As at LPD, there are no disputes in respect of our trade payables and we are not aware of any legal action initiated by our suppliers or subcontractors. In FYE 2025, our balance of trade payables which have yet to be paid as at LPD that are exceeding credit period amounted to RM0.30 million, mainly due to additional time taken by our Group to inspect works done by subcontractors as well as outstanding works that subcontractors has yet to complete before payment can be made.

12. FINANCIAL INFORMATION *(Cont'd)*

12.8.3 Inventory turnover period

Our inventory turnover days for FYE 2022 to 2025 is as follows:

	Audited			
	FYE 2022	**FYE 2023**	**FYE 2024**	**FYE 2025**
	RM'000	**RM'000**	**RM'000**	**RM'000**
Opening inventories	161	702	21	21
Closing inventories	702	21	21	-
Average inventories	432	362	21	11
Purchases	29,598	26,134	25,876	36,542
Average inventory turnover days	5	5	<1	<1

Our inventories mainly comprise cables and structural steel tube for our provision of renewable energy power solution projects.

Our Group practises just-in-time inventory management strategy to minimise holding costs and we only procure required materials based on our project requirements. Our suppliers will deliver materials ordered to project sites directly which material cost will then be captured directly as part of the project cost. Hence, our Group's inventory turnover period were not more than 5 days for FYE 2022 to 2025. From time to time, materials were sent to our Group by our suppliers and our Group will deliver such materials to client's project sites within a short period of time.

During FYE 2022 to 2025 and up to LPD, our Group did not face any difficulty on procuring the required materials for its projects.

During FYE 2022 to 2025 and up to LPD, our Group did not have any inventories that were written down.

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12. FINANCIAL INFORMATION *(Cont'd)*

12.8.4 Current ratio

Our current ratio throughout FYE 2022 to 2025 is as follows:

	Audited			
	As at 31 December			
	2022	**2023**	**2024**	**2025**
	RM'000	**RM'000**	**RM'000**	**RM'000**
Current assets	24,974	24,058	37,826	46,399
Current liabilities	18,768	16,395	23,464	27,235
Net current assets	**6,206**	**7,663**	**14,362**	**19,164**
Current ratio (times)	1.3	1.5	1.6	1.7

Our current ratio was of more than 1 time as at 31 December 2022, 31 December 2023, 31 December 2024 and 31 December 2025 indicates that our Group is capable of meeting our current obligations as our current assets, which can be readily converted to cash and together with our cash balances in the bank, are sufficient to meet immediate current liabilities.

The increase in our current ratio as at 31 December 2023 to 1.5 times as compared to 1.3 times as at 31 December 2022 was mainly due to decrease in current portion of borrowings attributable to lower outstanding of bankers' acceptance of RM3.36 million as at 31 December 2023.

In FYE 2024, the increase in our current ratio as at 31 December 2024 to 1.6 times as compared to 1.5 times as at 31 December 2023 was mainly due to an increase in other receivables arising mainly from higher amounts owing by related companies for the higher advances to OCK Setia Engineering of RM9.44 million, OCK M&E of RM0.99 million and OCK Telco Infra of RM1.51 million and an increase in trade receivables arising from higher progress billings issued to our Group's clients towards the last quarter of FYE 2024. As at LPD, all advances to related companies had been fully settled. Nevertheless, the increase in our current ratio as at 31 December 2024 was partially offset by the increase in current portion of borrowings attributable to higher outstanding of bankers' acceptance of RM5.33 million as at 31 December 2024 to finance our purchases.

In FYE 2025, the increase in our current ratio as at 31 December 2025 to 1.7 times as compared to 1.6 times as at 31 December 2024 was mainly due to decrease in current portion of borrowings attributable to lower outstanding of bankers' acceptance of RM3.49 million as at 31 December 2025, increase in other investment of RM13.39 million attributable to monies invested into money market funds in FYE 2025 using funds from the repayments of advances received from our related parties in FYE 2025, increase in trade receivables of RM5.20 million attributable to higher progress billings issued to our clients in FYE 2025 and increase in contract assets of RM4.36 million attributable to timing differences from 3 projects with higher revenue recognised for works performed compared to progress billings issued to the client.

Nevertheless, the increase in our current ratio as at 31 December 2025 was partially offset by the increase in trade payables of RM4.04 million attributable to higher credit purchases made towards the last quarter of FYE 2025 and increase in current tax liabilities of RM1.60 million attributable to higher income tax expenses exceeding the monthly tax payments in FYE 2025.

12. FINANCIAL INFORMATION *(Cont'd)*

12.8.5 Gearing ratio

Our gearing ratio throughout FYE 2022 to 2025 is as follows:

	Audited			
	As at 31 December			
	2022	**2023**	**2024**	**2025**
	RM'000	**RM'000**	**RM'000**	**RM'000**
Total borrowings (excluding lease liabilities arising from rental obligation[(1)])	8,685	5,474	10,799	7,261
Total equity	6,937	8,426	14,483	19,828
Gearing ratio (times)	1.3	0.6	0.7	0.4

Note:

(1) Lease liabilities arising from rental obligation was RM0.41 million, RM0.22 million, Nil and RM0.24 million as at 31 December 2022, 31 December 2023, 31 December 2024 and 31 December 2025, respectively.

Our gearing ratio ranged between 0.4 times and 1.3 times as at 31 December 2022 to 31 December 2025.

Our Group's gearing ratio decreased from 1.3 times as at 31 December 2022 to 0.6 times as at 31 December 2023. This was attributable to an increase in equity as a result of higher retained earnings recorded (31 December 2022: RM6.11 million, 31 December 2023: RM7.59 million) resulting from higher PAT achieved in FYE 2023 as well as repayment of borrowings made during FYE 2023.

Our Group's gearing ratio increased slightly from 0.6 times as at 31 December 2023 to 0.7 times as at 31 December 2024. This was attributable to the increase in borrowings due to higher outstanding balances of bankers' acceptance as at 31 December 2024. The increase in gearing ratio was cushioned by an increase in equity as a result of higher retained earnings recorded (31 December 2023: RM7.59 million and 31 December 2024: RM13.65 million) resulting from higher PAT achieved in FYE 2024.

Our Group's gearing ratio decreased from 0.7 times as at 31 December 2024 to 0.4 times as at 31 December 2025. This was attributable to increase in equity as a result of higher retained earnings recorded (31 December 2024: RM13.65 million and 31 December 2025: RM19.03 million) resulting from higher PAT achieved in FYE 2025 and repayment made to bankers' acceptance during FYE 2025.

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12. FINANCIAL INFORMATION *(Cont'd)*

12.9 SIGNIFICANT FACTORS AFFECTING OUR GROUP'S FINANCIAL PERFORMANCE

Section 9 details a number of risk factors relating to our business and the industry in which we operate in. The main factors which affect our financial performance include but not limited to the following:

(a) We require certain registration, approvals, licences and permits to operate our business

As at LPD, our Group has not experienced any revocation or suspension of our licences and certificates prior to their expiration. We have also been successful in renewing our existing licences and certificates with the relevant authorities, and obtaining new licences where required. However, there can be no assurance that our licences and certificates will not be revoked or suspended prior to their expiration or that we may be able to renew such licences, and certificates from the relevant authorities. Any revocation or non-renewal of our licences and certificates by the relevant authorities or failure on our part to obtain new licences and certificates from the relevant authorities if required will have a material impact on our ability to continue our business operations and affect our financial performance.

(b) The sustainability of our order book is dependent on our ability to secure new projects

As the nature of our business is project-based, our revenue is derived from the execution and completion of projects. As such, the sustainability of our order book is dependent on our ability to continuously secure projects from existing or new clients to replenish our order book. Our sustainability and future business performance will be adversely affected if we are unable to continuously secure new projects.

During FYE 2022 to 2025 and up to LPD, we did not experience any material delay, suspension or termination of projects by our clients. Notwithstanding this, there is no assurance that our current order book can be sustained in the future nor can we provide any assurance that the implementation of the projects that are currently in our order book, not be delayed, suspended or cancelled. Any delays, suspensions or cancellations may lead to an adverse effect on our business and financial performance.

(c) We are dependent on the purchases of equipment and components for our power engineering solutions projects

During FYE 2022 to 2025 and up to LPD, we did not experience any material disruptions in the supply of the abovementioned equipment and components. Notwithstanding this, any prolonged supply disruptions or loss of suppliers for the abovementioned equipment and components without timely replacement from alternative sources could result in delays in completing projects, or an inability to meet delivery deadlines, thereby adversely impacting our business and financial performance.

(d) We are dependent on our Executive Directors, key senior management and technical personnel

Our ability to retain and attract a competent base of skilled workforce is crucial for our business to continue growing and achieving favourable performance. Should these skilled personnel leave our Group simultaneously or within a short span of time without suitable or timely replacement, our business and financial performance could be adversely affected.

Please refer to Section 9 for further details.

12. FINANCIAL INFORMATION *(Cont'd)*

12.10 IMPACT OF GOVERNMENT, ECONOMIC, FISCAL OR MONETARY POLICIES

Risks relating to government, economic, fiscal or monetary policies or factors which may materially affect our operations are set out in Section 9.

12.11 IMPACT OF INFLATION

The length of our projects is generally between 3 and 24 months. Accordingly, prices of key materials at the time of submission of tender bids or signing of contracts may not reflect the prices that we will eventually pay during the implementation of our projects. Certain of our contracts are fixed-price contracts, under which we commit to provide all of the resources required to complete a project at fixed unit prices. As such, we are not able to pass on any increases in material and equipment costs.

During FYE 2022 to 2025, our financial performance was not materially affected by the impact of inflation. However, there is no assurance that our financial performance will not be adversely affected by the impact of inflation moving forward.

12.12 IMPACT OF FOREIGN EXCHANGE RATES, INTEREST RATES AND/ OR COMMODITY PRICES ON OUR OPERATIONS

(a) Impact of foreign exchange rates

Our purchases are mainly denominated in RM.

	Audited							
	FYE 2022		FYE 2023		FYE 2024		FYE 2025	
	RM'000	%	RM'000	%	RM'000	%	RM'000	%
RM	28,604	96.6	14,576	55.8	25,764	99.6	36,025	98.6
USD	642	2.2	11,372	43.5	24	0.1	458	1.2
SGD	21	0.1	76	0.3	88	0.3	59	0.2
EUR	315	1.0	110	0.4	-	-	-	-
AUD	16	0.1	-	-	-	-	-	-
	29,598	**100.0**	**26,134**	**100.0**	**25,876**	**100.0**	**36,542**	**100.0**

Our purchases were primarily denominated in RM. Our purchases from our overseas suppliers are denominated in USD, SGD, EUR and AUD, collectively constituted 3.4%, 44.2%, 0.4% and 1.4% of our total purchases for FYE 2022 to 2025 respectively, while the remaining was purchased from local and foreign suppliers where some foreign suppliers invoiced us in RM. The weakening of the RM against the abovementioned foreign currencies will lead to higher costs of supplies for our Group. The significant increase in purchases denominated in USD in FYE 2023 was mainly due to the supply of generators sets for Pulau Pinang Project, of which brand of such generator sets were based on client's request.

In the event that we are unable to pass the increase in cost to our clients in a timely manner, our financial performance may be adversely affected due to the reduced GP margin from higher cost of supplies.

Notwithstanding the above, there is no assurance that any fluctuation in foreign exchange rates would not have an impact on our financial performance.

12. FINANCIAL INFORMATION *(Cont'd)*

(b) Impact of interest rates

Our exposure to changes in interest rate risk relates primarily to our borrowings from banks. We do not generally hedge interest rate risks.

Our Group do not expect any material effect on our Group's profit or loss arising from the effects of reasonably possible changes to interest rates on interest bearing financial instruments at the end of reporting period.

Our financial results for FYE 2022 to 2025 were not materially affected by fluctuations in interest rates.

(c) Impact of commodity prices

Our materials mainly consist of fuel tanks, generator sets, control panels and system, valves, pipes and fittings are made from steel-based materials, while power cables contain copper. This exposes our Group to fluctuations in the prices of steel and copper. Steel and copper are commodities, and subject to global price fluctuations. The prices of steel and copper are affected by various factors including, among others, global economic conditions, geopolitical events, demand and supply conditions and production capacity. Fluctuations in the prices of steel would affect the results of our operations and financial performance.

As such, any increases in the market prices of steel may lead to an increase in the cost of our power engineering solutions. If we are unable to pass on the increases in costs to our clients, our financial performance may be adversely affected.

During FYE 2022 to 2025, we did not experience any material financial and operational impact from the fluctuations in steel and copper prices, nor did we experience any material changes in component and material prices. Notwithstanding this, there can be no assurance that future fluctuations in the prices of steel and copper would not adversely affect the profitability of our Group.

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12. FINANCIAL INFORMATION *(Cont'd)*

12.13 ORDER BOOK

Details of our unbilled order book are as follows:

	As at 31 December 2025	As at LPD	Expected revenue recognition	
			FYE 2026	FYE 2027
Project details	**RM'000**	**RM'000**	**RM'000**	**RM'000**
Mission critical power solutions	68,945	97,903	96,303	1,600
Conventional power solutions	1,496	1,452	1,452	-
Renewable energy power solutions	1,398	534	534	-
	71,838	**99,889**	**98,289**	**1,600**

The above unbilled order book relates to the contract value of projects which are ongoing less progress billing issued up to 31 December 2025 or LPD, as the case may be. This unbilled order book will be recognised progressively over the next 1 to 2 financial years based on the expected progress of each project.

As at LPD, unbilled order book of RM0.53 million were awarded by our related party namely Milab Marketing (which is a subsidiary of OCK), representing 0.5% of our total unbilled order book.

12.14 DIRECTORS' STATEMENT ON OUR GROUP'S FINANCIAL PERFORMANCE

Our Board is of the opinion that:

(a) Our Group's revenue is expected to remain sustainable in line with our unbilled order book as set out in Section 12.13;

(b) Our liquidity will improve further subsequent to the Public Issue given the additional funds to be raised for our Group to carry out our business strategies as stated in Section 7.18; and

(c) Our capital resources will strengthen, taking into account the amount to be raised from the Public Issue as well as internally generated funds. We may consider debt or equity funding for our capital expansion should the need arises.

In addition to the above, our Board confirms that there are no circumstances which would result in a significant decline in our revenue and GP margin or know of any factors that are likely to have a material impact on our liquidity, revenue or profitability.

12. FINANCIAL INFORMATION *(Cont'd)*

12.15 TREND INFORMATION

Based on our track record for FYE 2022 to 2025, the following trends may continue to affect our business:

(a) During FYE 2022 to 2025, our revenue was mainly derived from both the provision of mission critical power solutions and conventional power solutions segments whereby the contribution from the provision of mission critical power solutions have surpassed provision of conventional power solutions in FYE 2023, 2024 and 2025. We expect that the mission critical power solutions segment to continue contributing significantly to our revenue in the future;

(b) During FYE 2022 to 2025, industrial properties has been and will continue to be our main focus;

(c) The main components of our cost of sales are purchases which accounted between 73.1% and 89.7% of our total cost of sales during FYE 2022 to 2025. Moving forward, our cost of sales is expected to fluctuate in tandem with the growth of our business and would depend on amongst others, the availability and price fluctuation of equipment and components for our power engineering solutions; and

(d) We achieved a GP margin between 16.4% and 40.1% for FYE 2022 to 2025 respectively. Moving forward, our GP margin will depend on, amongst others, our continued ability to manage our costs efficiently and the types and complexity of projects that we can secure in the future.

As at LPD, after all reasonable enquiries, our Board confirms that our operations have not been and are not expected to be affected by any of the following:

(a) Known trends, demands, commitments, events or uncertainties that have had or that we reasonably expect to have, a material favourable or unfavourable impact on our Group's financial performance, position and operations other than those discussed in Sections 7.17, 9, 12.2, 12.8, 12.9, 12.10, 12.11 and 12.12;

(b) Material commitments for capital expenditure save as disclosed in Section 12.6;

(c) Unusual, infrequent events or transactions or any significant economic changes that have materially affected the financial performance, position and operations of our Group save as discussed in Sections 9, 12.2, 12.8, 12.9, 12.10, 12.11 and 12.12; and

(d) Known trends, demands, commitments, events or uncertainties that are reasonably likely to make our Group's historical financial statements not indicative of the future financial performance and position other than those discussed in Sections 9, 12.2, 12.8, 12.9, 12.10, 12.11 and 12.12.

Based on the above, our Board is optimistic about the future prospects of our Group given the positive outlook of the power solutions services industry in Malaysia as set out in the IMR Report in Section 8, our Group's competitive strengths set out in Section 7.10 and our Group's intention to implement the business strategies as set out in Section 7.18.

12. FINANCIAL INFORMATION *(Cont'd)*

12.16 DIVIDEND POLICY

Our Group presently does not have any formal dividend policy and the declaration of dividends and other distributions are subject to the discretion of our Board. Our ability to pay dividends or make other distributions to our shareholders in the future years is subject to various factors such as having profits and excess funds, which are not required to be retained to fund our business.

As we are a holding company, our ability to declare and pay dividends or make other distributions to our shareholders are dependent upon the dividends we receive from our subsidiaries, present and future. The payment of dividends by our subsidiaries is dependent upon various factors, including but not limited to, their distributable profits, financial performance, and cash flow requirements for operations and capital expenditures, as well as other factors that their respective boards of Directors deem relevant. Save for certain restrictive covenants from our credit facilities, i.e. written consent from financial institution for the declaration or distribution of dividends which our subsidiaries are subject to, there is no other dividend restriction imposed on our subsidiaries as at LPD.

Our Board will consider the following factors (which may not be exhaustive) when declaring any dividends:

(a) the level of cash and level of indebtedness;

(b) required and expected interest expenses, cash flows, profits, return on equity and retained earnings;

(c) our expected results of operations and future level of operations;

(d) our projected levels of capital expenditure and other investment plans; and

(e) the prior consent from our lenders, if any.

The payment and amount of any dividends or distributions to our shareholders will be at the discretion of our Board and will depend on factors stated above (which may not be exhaustive). There is no assurance as to whether the dividend distribution will occur as intended, the amount of dividend payment or timing of such payment.

Our Company may from time to time propose and approve dividends or other distributions. However, no dividend or distribution shall be declared in excess of the amount recommended by our Board. Further, under the Act, our Company may not declare or pay dividend, if there are reasonable grounds for believing that:

(a) our Company is, or would after the payment be unable to pay our liabilities as they become due; or

(b) the realisable value of our Company's assets would thereby be less than our liabilities.

For FYE 2022 to 2025 and up to LPD, our Group declared and paid the following dividends:

	Audited				**Unaudited**
	FYE 2022	**FYE 2023**	**FYE 2024**	**FYE 2025**	**1 January 2026 up to LPD**
	RM'000	**RM'000**	**RM'000**	**RM'000**	**RM'000**
Dividends declared	2,000	3,000	3,000	[1]14,000	[2]3,000
Dividends paid	2,000	3,000	3,000	[1]14,000	[2]3,000

12. FINANCIAL INFORMATION *(Cont'd)*

Notes:

(1) Dividends of RM5.00 million was declared and paid in respect of FYE 2024 and dividends of RM9.00 million was declared and paid in respect of FYE 2025.

(2) Dividends of RM3.00 million was declared and paid in respect of FYE 2025.

The above dividends were funded by internally generated funds of our subsidiary, EIPT. The dividends will not affect the execution and implementation of our future plans or business strategies. Together with the proceeds from the Public Issue, we believe that we have sufficient cash from operations and bank borrowings to fund our operations and expansion plans.

No inference should or can be made from any of the above statements as to our actual future profitability or our ability to pay dividends in the future.

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12. FINANCIAL INFORMATION *(Cont'd)*

12.17 CAPITALISATION AND INDEBTEDNESS

The following information should be read in conjunction with the Reporting Accountants' report on the pro forma combined statements of financial position set out in Section 14.

The table below summarises our capitalisation and indebtedness:

(a) Based on our Group's latest unaudited combined financial information as at 28 February 2026; and

(b) After adjusting for the effects of Acquisition, Public Issue and utilisation of proceeds.

	Unaudited	**I**	**II**	**III**
	As at 28 February 2026	**After Acquisition**	**After I and Public Issue**	**After II and utilisation of proceeds**
	RM'000	**RM'000**	**RM'000**	**RM'000**
Capitalisation				
Share capital	-	9,470	71,630	68,998
Invested equity	800	-	-	-
Reorganisation reserve	-	(8,670)	(8,670)	(8,670)
Foreign exchange reserve	(2)	(2)	(2)	(2)
Total capitalisation	**798**	**798**	**62,958**	**60,326**
Indebtedness				
Current				
Secured and guaranteed				
Bankers' acceptance	8,496	8,496	8,496	8,496
Hire purchase payables	146	146	146	146
Unsecured and unguaranteed				
Lease liabilities[(1)]	200	200	200	200
Non-current				
Secured and guaranteed				
Hire purchase payables	218	218	218	218
Total indebtedness	**9,060**	**9,060**	**9,060**	**9,060**
Total indebtedness (excluding lease liabilities)	**8,860**	**8,860**	**8,860**	**8,860**
Total capitalisation and indebtedness	**9,858**	**9,858**	**72,018**	**69,386**
Gearing ratio (times)[(2)]	**11.10**	**11.10**	**0.14**	**0.15**

Notes:

(1) Lease liabilities in relation to lease of our existing headquarters (including storage).

(2) Calculated based on total indebtedness (excluding lease liabilities arising from lease of headquarters (including storage)) divided by total capitalisation attributable to the owners of the Company.

13. ACCOUNTANTS' REPORT

Baker Tilly Monteiro Heng PLT
201906000600
Chartered Accountants (AF 0117)
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2 April 2026

The Board of Directors
EI Power Berhad
No. 2, Jalan Anggerik Mokara 31/49,
Kota Kemuning, Seksyen 31,
40460 Shah Alam,
Selangor.

Dear Sirs,

Reporting Accountants' opinion on the Combined Financial Statements contained in the Accountants' Report of EI Power Berhad ("EIP" or "the Company")

Opinion

We have audited the accompanying combined financial statements of the Company and its combining entity (collectively referred to as "the Group"), which comprise of statements of financial position as at 31 December 2022, 31 December 2023, 31 December 2024 and 31 December 2025, the statements of comprehensive income, statements of changes in equity and statements of cash flows for the financial years then ended and notes to the combined financial statements, including material accounting policy information, as set out on pages 6 to 62.

In our opinion, the accompanying combined financial statements contained in the Accountants' Report of the Group gives a true and fair view of the financial positions of the Group as at 31 December 2022, 31 December 2023, 31 December 2024 and 31 December 2025, and of its financial performance and its cash flows for the financial years then ended in accordance with the Malaysian Financial Reporting Standards ("MFRSs"), International Financial Reporting Standards ("IFRSs") and Chapter 10, Part II Division 1: Equity of the Prospectus Guidelines as issued by the Securities Commission 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 *Reporting Accountants' Responsibilities for the Audit of the Combined 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.

Baker Tilly Monteiro Heng PLT trading as Baker Tilly is a member of the global network of Baker Tilly International Ltd., the members of which are separate and independent legal entities.

Independence and Other Ethical Responsibilities

We are independent of the Group 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.

Responsibilities of the Directors for the Combined Financial Statements

The Board of Directors of the Group are responsible for the preparation of the combined financial statements contained in the Accountants' Report, so as to give a true and fair view in accordance with the Malaysian Financial Reporting Standards and the International Financial Reporting Standards. The Directors are also responsible for such internal control as the Directors determine is necessary to enable the preparation of the combined financial statements of the Group that are free from material misstatement, whether due to fraud or error.

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

Reporting Accountants' Responsibilities for the Audit of the Combined Financial Statements

Our objectives are to obtain reasonable assurance about whether the combined financial statements of the Group are free from material misstatement, whether due to fraud or error, and to issue a Reporting Accountants' 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 combined financial statements.

Reporting Accountants' Responsibilities for the Audit of the Combined Financial Statements (continued)

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 combined financial statements of the Group, 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 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 ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Reporting Accountants' report to the related disclosures in the combined financial statements of the Group 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 Reporting Accountants' report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the combined financial statements of the Group, including the disclosures, and whether the combined financial statements of the Group represent the underlying transactions and events in a manner that achieves fair presentation.
- plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for the 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.

EI POWER BERHAD
Accountants' Report

Other Matters

This report is made solely to the Board of Directors of the Group and has been prepared solely to comply with the Prospectus Guidelines – Equity issued by the Securities Commission Malaysia and for inclusion in the Prospectus of the Group in connection with the listing and quotation of the entire enlarged issued share capital of the Group on the ACE Market of Bursa Malaysia Securities Berhad and should not be relied upon any other purpose. We do not assume responsibility to any other persons for the content of this report.

Baker Tilly Monteiro Heng PLT
201906000600 (LLP0019411-LCA) & AF 0117
Chartered Accountants

Paul Tan Hong
No. 03459/11/2027 J
Chartered Accountant

Kuala Lumpur

Date: 2 April 2026

STATEMENT BY DIRECTORS

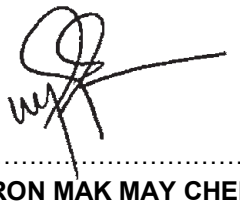
We, **CHANG WAN SIONG** and **SHARON MAK MAY CHENG**, being two of the directors of EI POWER BERHAD, do hereby state that in the opinion of the directors, the accompanying combined financial statements are drawn up in accordance with Malaysian Financial Reporting Standards and International Financial Reporting Standards so as to give a true and fair view of the combined financial positions of the Group as at 31 December 2022, 31 December 2023, 31 December 2024 and 31 December 2025, and of its combined financial performance and combined cash flows for the financial years then ended.

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



……

CHANG WAN SIONG
Director



……

SHARON MAK MAY CHENG
Director

Kuala Lumpur

Date: 2 April 2026

COMBINED STATEMENTS OF FINANCIAL POSITION

	Note	As at 31 December 2022 RM'000	2023 RM'000	2024 RM'000	2025 RM'000
ASSETS					
Non-current assets					
Property, plant and equipment	**5**	719	640	463	949
Investment in an associate	**6**	500	500	-	-
Total non-current assets		**1,219**	**1,140**	**463**	**949**
Current assets					
Inventories	**7**	702	21	21	-
Trade receivables	**8**	14,102	5,728	12,669	17,865
Other receivables	**9**	9,392	9,198	20,784	3,595
Contract assets	**10**	25	868	-	4,357
Other investment	**11**	-	14	1,002	14,386
Cash and bank balances	**12**	753	8,229	3,350	6,196
Total current assets		**24,974**	**24,058**	**37,826**	**46,399**
TOTAL ASSETS		**26,193**	**25,198**	**38,289**	**47,348**
EQUITY AND LIABILITIES					
Equity attributable to owners of the Company					
Share capital	**13**	800	800	800	800
Equity contribution from immediate holding company	**14**	31	32	32	-
Exchange reserve	**15**	-	-	-	(2)
Retained earnings		6,106	7,594	13,651	19,030
TOTAL EQUITY		**6,937**	**8,426**	**14,483**	**19,828**

COMBINED STATEMENTS OF FINANCIAL POSITION (CONTINUED)

	Note	As at 31 December 2022 RM'000	2023 RM'000	2024 RM'000	2025 RM'000
Non-current liabilities					
Borrowings	**16**	449	338	305	236
Deferred tax liability	**17**	39	39	37	49
Total non-current liabilities		**488**	**377**	**342**	**285**
Current liabilities					
Borrowings	**16**	8,643	5,354	10,494	7,265
Current tax liabilities		349	604	1,136	2,742
Trade payables	**18**	9,695	9,359	11,738	15,776
Other payables	**19**	81	1,078	96	354
Contract liabilities	**10**	-	-	-	1,098
Total current liabilities		**18,768**	**16,395**	**23,464**	**27,235**
TOTAL LIABILITIES		**19,256**	**16,772**	**23,806**	**27,520**
TOTAL EQUITY AND LIABILITIES		**26,193**	**25,198**	**38,289**	**47,348**

The accompanying notes form an integral part of these combined financial statements.

COMBINED STATEMENTS OF COMPREHENSIVE INCOME

	Note	As at 31 December 2022 RM'000	2023 RM'000	2024 RM'000	2025 RM'000
Revenue	**20**	39,510	42,067	50,440	77,395
Cost of sales		(33,015)	(33,467)	(35,397)	(46,376)
Gross profit		**6,495**	**8,600**	**15,043**	**31,019**
Other income	**21**	492	866	1,202	704
Administrative expenses		(3,058)	(3,336)	(4,198)	(6,070)
Other operating expenses		(11)	(3)	(21)	(6)
Operating profit		**3,918**	**6,127**	**12,026**	**25,647**
Finance costs	**22**	(38)	(21)	(19)	(30)
Profit before tax	**23**	**3,880**	**6,106**	**12,007**	**25,617**
Income tax expense	**25**	(974)	(1,618)	(2,950)	(6,270)
Profit for the financial year		**2,906**	**4,488**	**9,057**	**19,347**
Other comprehensive loss					
Item that may be reclassified subsequently to profit or loss					
Exchange differences on translation of foreign operations		-	-	-	(2)
Other comprehensive loss for the financial year	**26**	-	-	-	(2)
Total comprehensive income for the financial year		2,906	4,488	9,057	19,345
Earnings per share (RM)					
- Basic and diluted	**27**	4	6	11	24

The accompanying notes form an integral part of these combined financial statements.

13. ACCOUNTANTS' REPORT *(Cont'd)*

EI POWER BERHAD
Accountants' Report

COMBINED STATEMENTS OF CHANGES IN EQUITY

	Note	Share capital RM'000	Retained earnings RM'000	Equity contribution from holding company RM'000	Total equity RM'000
			----Attributable to owners of the Group ----		
At 1 January 2022		**800**	**5,200**	**20**	**6,020**
Total comprehensive income for the financial year					
Profit for the financial year, representing total comprehensive income for the financial year		-	2,906	-	2,906
Transactions with owners					
Share options issued under ESOS of holding company		-	-	11	11
Dividends paid on shares	**28**	-	(2,000)	-	(2,000)
At 31 December 2022		**800**	**6,106**	**31**	**6,937**

13. ACCOUNTANTS' REPORT *(Cont'd)*

EI POWER BERHAD
Accountants' Report

COMBINED STATEMENTS OF CHANGES IN EQUITY (CONTINUED)

	Note	Share capital RM'000	Retained earnings RM'000	Equity contribution from holding company RM'000	Total equity RM'000
			----Attributable to owners of the Group ----		
At 1 January 2023		**800**	**6,106**	**31**	**6,937**
Total comprehensive income for the financial year					
Profit for the financial year, representing total comprehensive income for the financial year		-	4,488	-	4,488
Transactions with owners					
Share options issued under ESOS of holding company		-	-	1	1
Dividends paid on shares	**28**	-	(3,000)	-	(3,000)
At 31 December 2023		**800**	**7,594**	**32**	**8,426**

13. ACCOUNTANTS' REPORT *(Cont'd)*

EI POWER BERHAD
Accountants' Report

COMBINED STATEMENTS OF CHANGES IN EQUITY (CONTINUED)

	Note	Share capital RM'000	Retained earnings RM'000	Equity contribution from holding company RM'000	Total equity RM'000
			----Attributable to owners of the Group ----		
At 1 January 2024		**800**	**7,594**	**32**	**8,426**
Total comprehensive income for the financial year					
Profit for the financial year, representing total comprehensive income for the financial year		-	9,057	-	9,057
Transactions with owners					
Dividends paid on shares	**28**	-	(3,000)	-	(3,000)
At 31 December 2024		**800**	**13,651**	**32**	**14,483**

COMBINED STATEMENTS OF CHANGES IN EQUITY (CONTINUED)

		|---------- Attributable to owners of the Group ----------|			
	Note	Share capital RM'000	Retained earnings RM'000	Equity contribution from immediate holding company RM'000	Exchange reserve RM'000	Total equity RM'000
At 1 January 2025		**800**	**13,651**	**32**	**-**	**14,483**
Total comprehensive income for the financial year						
Profit for the financial year		-	19,347	-	-	19,347
Other comprehensive income for the financial year	**26**	-	-	-	(2)	(2)
Transactions with owners						
Share options lapsed under ESOS of immediate holding company		-	32	(32)	-	-
Dividends paid on shares	**28**	-	(14,000)	-	-	(14,000)
At 31 December 2025		**800**	**19,030**	**-**	**(2)**	**19,828**

The accompanying notes form an integral part of these combined financial statements.

COMBINED STATEMENTS OF CASH FLOWS

	Note	As at 31 December 2022 RM'000	2023 RM'000	2024 RM'000	2025 RM'000
Cash flows from operating activities					
Profit before taxation		3,880	6,106	12,007	25,617
Adjustments for:					
Depreciation of property, plant and equipment		302	327	358	410
Gain on disposal of property, plant and equipment		-	*	-	(12)
Gain on lease modification		(21)	-	-	-
Deposits written off		-	-	-	2
Loss on winding up of an associate		-	-	19	-
Share based payment		11	1	-	-
Income from short-term cash investment		-	(14)	(36)	(383)
Unrealised (gain)/loss on foreign exchange		(7)	2	*	*
Interest income		(356)	(803)	(1,166)	(292)
Finance cost		332	214	361	316
Operating profit before changes in working capital:		**4,141**	**5,833**	**11,543**	**25,658**
Changes in working capital:					
Inventories		(541)	681	-	21
Contract assets		(25)	(843)	868	(4,357)
Trade and other receivables		(5,498)	9,474	(10,584)	(3,010)
Contract liabilities		-	-	-	1,098
Trade and other payables		5,038	(276)	2,334	4,294
Net cash flows generated from operations		**3,115**	**14,869**	**4,161**	**23,704**
Income tax paid		(618)	(1,400)	(2,420)	(4,652)
Income tax refunded		-	37	-	-
Interest paid		(17)	(9)	-	-
Interest received		1	3	20	75
Net cash from operating activities		**2,481**	**13,500**	**1,761**	**19,127**

* *Less than RM1,000*

COMBINED STATEMENTS OF CASH FLOWS (CONTINUED)

	Note	As at 31 December 2022 RM'000	2023 RM'000	2024 RM'000	2025 RM'000
Cash flows from investing activities					
Purchase of property, plant and equipment	12(i)	(65)	(24)	(71)	(324)
Proceeds from disposal of plant and equipment		-	*	-	12
Refund from winding up of an associate		-	-	481	-
Income from short-term cash investment		-	14	36	383
Net increase in other investment		-	(14)	(988)	(13,384)
Net changes in amount owing by ultimate holding company		511	-	-	-
Net changes in amount owing by immediate holding company		(817)	2,152	4,000	-
Net changes in amount owing by related parties		*	(3,058)	(11,943)	15,001
Net changes in amount owing by an associate		51	-	-	-
Interest received		355	800	1,146	217
Net cash from/(used in) investing activities		**35**	**(130)**	**(7,339)**	**1,905**
Cash flows from financing activities	12(ii)				
Interest paid		(316)	(205)	(361)	(306)
Dividend paid		(2,000)	(3,000)	(3,000)	(14,000)
Repayment of lease liabilities		(181)	(189)	(218)	(239)
Repayment of hire purchase payables		(55)	(74)	(118)	(156)
Net drawdown/(repayment) of bankers' acceptance		360	(3,361)	5,333	(3,485)
Net changes in amount owing to a shareholder		-	480	(480)	-
Net changes in amount owing to an associate		-	457	(457)	-
Net cash (used in)/from financing activities		**(2,192)**	**(5,892)**	**699**	**(18,186)**
Net increase/(decrease) in cash and cash equivalents		324	7,478	(4,879)	2,846
Cash and cash equivalents at the beginning of the financial year		422	753	8,229	3,350
Effect of exchange rate changes on cash and cash equivalents		7	(2)	*	*
Cash and cash equivalents at the end of the financial year	12	**753**	**8,229**	**3,350**	**6,196**

* *Less than RM1,000*

The accompanying notes form an integral part of these combined financial statements.

NOTES TO THE COMBINED FINANCIAL STATEMENTS

1. GENERAL INFORMATION

EI Power Berhad ("EIP" or "the Company") was incorporated as a private company limited by shares on 14 May 2025 under Companies Act 2016 and is domiciled in Malaysia. The registered office of the Company is located at Unit 11.07, Amcorp Tower, Amcorp Trade Centre, 18, Jalan Persiaran Barat, 46050 Petaling Jaya, Selangor, Malaysia. The principal place of business of the Company is located at No. 2, Jalan Anggerik Mokara 31/49, Kota Kemuning, Seksyen 31, 40460 Shah Alam, Selangor Darul Ehsan.

On 18 August 2025, EIP was converted to a public company under its current name.

The principal activity of the Company is investment holding. The details of the combining entities are as follows:

Combining entities	Principal place of business/country of incorporation	Principal activities
EI Power Technologies Sdn Bhd ("EIPT")	Malaysia	EPCC of mission critical power solutions, conventional power solutions and renewable energy power solutions
EI Power Nexus Sdn Bhd ("EIP Nexus")	Malaysia	Dormant
EI Power (Thailand) Co., Ltd ("EIP Thailand")	Thailand	Dormant

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

The combined financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the directors on 2 April 2026.

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

2. BASIS OF PREPARATION

The combined financial statements of EIP consist of the financial statements of the following entity under common control which is accounted for using the merger method of accounting for each of the financial years:

Entity under Common Control	FYE 31 December			
	2022	2023	2024	2025
EIP	>	>	>	✓, #
EIPT	✓, #	✓, #	✓, #	✓, #
EIP Nexus	^	^	^	✓, #
EIP Thailand	@	@	@	✓, &

> *No financial statements were available for EIP as it was incorporated on 14 May 2025.*

✓ *The combined financial statements of the Group include the financial statements of this combining entity prepared in accordance with Malaysian Financial Reporting Standards ("MFRSs") and/or the International Financial Reporting Standards ("IFRSs") for the respective financial years.*

\# *The combined financial statements of the Group for the respective years have been prepared based on the audited financial statements which were audited by Baker Tilly Monteiro Heng PLT.*

^ *No financial statements were available for EIP Nexus as it was incorporated on 30 June 2025.*

@ *No financial statements were available for EIP Thailand as it was incorporated on 25 July 2025.*

& *The combined financial statements of the Group for the respective years have been prepared based on the audited financial statements which were audited by a firm of chartered accountants other than Baker Tilly Monteiro Heng PLT.*

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

2. BASIS OF PREPARATION (CONTINUED)

The audited financial statements of the combining entities within the Group for the relevant years reported above were not subject to any qualification or modification.

Combined financial statements of the Group for FYE 31 December 2022, 31 December 2023, 31 December 2024 and 31 December 2025

The combined financial statements of the Group for the relevant periods were prepared in a manner as if the entities under common control were operating as a single economic enterprise from the beginning of the earliest comparative period covered by the relevant period or the dates of incorporation of the entities within the Group, if later.

Entities under common control are entities which are ultimately controlled by the same parties and that control is not transitory ("commonly controlled entities"). Control exists when the same parties have, as a result of contractual agreements, ultimate collective power to govern the financial and operating policies of each of the commonly controlled entities so as to obtain benefits from their activities, and that ultimate collective power is not transitory. The financial statements of commonly controlled entities are included in the combined financial statements from the day that control commences until the date that control ceases.

The financial information presented in the combined financial statements may not correspond to those in the combined financial statements of the Group had the relevant proposed transactions to legally constitute a group been incorporated in the combined financial statements for the respective financial years. Such financial information in the combined financial statements does not purport to predict the financial position, results and the cash flows of the entities under common control for those financial years.

The combined financial statements are prepared under the historical cost convention except otherwise indicated in the material accounting policy information.

The accounting policies applied by the Group are consistently applied for all the financial years presented in these combined financial statements.

2.1 Statement of compliance

The combined financial statements of the Group has been prepared in accordance with the MFRSs and the IFRSs.

2.2 Adoption of amendments to MFRSs

The Group has adopted the following applicable amendments to MFRSs for the current financial year:

MFRS 7	Financial Instruments: Disclosures
MFRS 16	Leases
MFRS 101	Presentation of Financial Statements
MFRS 107	Statement of Cash Flows
MFRS 121	The Effects of Changes in Foreign Exchange Rates

The adoption of the above amendments to MFRSs did not have any significant effect on the combined financial statements of the Group and did not result in significant changes to the Group's existing accounting policies.

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

2. BASIS OF PREPARATION (CONTINUED)

2.3 New MFRS and amendments to MFRSs that have been issued, but yet to be effective

(a) The Group has not adopted the following new MFRS and amendments to MFRSs that have been issued, but yet to be effective:

		Effective for financial periods beginning on or after
New MFRS		
MFRS 18	Presentation and Disclosure in Financial Statement	1 January 2027
Amendments to MFRSs		
MFRS 1	First-time Adoption of MFRSs	1 January 2026
MFRS 7	Financial Instruments: Disclosures	1 January 2026
MFRS 9	Financial Instruments	1 January 2026
MFRS 10	Consolidated Financial Statements	1 January 2026/ Deferred
MFRS 107	Statement of Cash Flows	1 January 2026
MFRS 121	The Effects of Changes in Foreign Exchange Rates	1 January 2027
MFRS 128	Investments in Associates and Joint Ventures	Deferred

(b) The Group plans to adopt the above applicable new MFRS and amendments to MFRSs when they become effective. A brief discussion on the above significant new MFRS and amendments to MFRSs that may be applicable to the Group are summarised below.

MFRS 18 Presentation and Disclosure in Financial Statements

MFRS 18 replaces MFRS 101 Presentation of Financial Statements. It retains many requirements from MFRS 101 without modification.

MFRS 18 introduces two subtotals which are to be presented in the statement of profit or loss – including "operating profit", which has been specifically defined. Income and expenses shall be presented in five categories: operating, investing, financing, income taxes and discontinued operations.

MFRS 18 requires disclosure of explanations of the entity's company-specific measures that are related to the statement of profit or loss, referred to as management-defined performance measures ("MPMs"). The entity is required to reconcile MPMs to a total or subtotal required by MFRS 18 or another MFRS Accounting Standards. MFRS 18 also requires other disclosures, including how each MPM is calculated, what the MPM communication about the entity's financial performance, and any changes made to the MPMs in the year.

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

2. BASIS OF PREPARATION (CONTINUED)

2.3 New MFRS and amendments to MFRSs that have been issued, but yet to be effective (continued)

(b) The Group plans to adopt the above applicable new MFRS and amendments to MFRSs when they become effective. A brief discussion on the above significant new MFRS and amendments to MFRSs that may be applicable to the Group are summarised below. (continued)

MFRS 18 Presentation and Disclosure in Financial Statements (continued)

MFRS 18 adds new principles for aggregation and disaggregation of information. It requires the entity to classify the expenses in the "operating" category in the profit or loss by nature or function, or both. The entity that classifies operating expenses by functions are required to disclose in the notes to the financial statements, the amount of depreciation, amortisation, employee benefits, impairment losses and write-downs of inventories included in each line in the operating category. Subject to materiality, MFRS 18 requires items presented or disclosed as "other" to be labelled and/or described in as faithfully representative and precise a way as possible.

Amendments to MFRS 9 Financial Instruments and MFRS 7 Financial Instruments: Disclosures

These narrow scope amendments to MFRS 9 clarify the requirements, including:

- clarify how the contractual cash flows on financial assets with environmental, social and corporate governance and similar features should be assessed, specifically the assessment of interest focuses on what an entity is being compensated for, rather than how much compensation it receives. Nonetheless, the amount of compensation the entity receives may indicate that it is being compensated for something other than basic lending risks and costs.
- clarify the date on which a financial asset or a financial liability settled via electronic payment systems is derecognised. The Amendments permit an entity to derecognise a financial liability before it delivers cash on the settlement date if specified criteria are met.

Amendments to MFRS 7 introduces new disclosure requirements relating to investments in equity instruments designated at fair value through other comprehensive income and financial instruments with contingent features that do not relate directly to basic lending risks and costs.

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

2. BASIS OF PREPARATION (CONTINUED)

2.3 New MFRS and amendments to MFRSs that have been issued, but yet to be effective (continued)

(b) The Group plans to adopt the above applicable new MFRS and amendments to MFRSs when they become effective. A brief discussion on the above significant new MFRS and amendments to MFRSs that may be applicable to the Group are summarised below. (continued)

Amendments to MFRS 121 The Effects of Changes in Foreign Exchange Rates

Amendments to MFRS 121 clarifies how entities should translate financial statements from a non-hyperinflationary currency into a hyperinflationary presentation currency.

- When an entity's functional currency is the currency of a non-hyperinflationary economy but its presentation currency is the currency of a hyperinflationary economy, the results and financial position of the entity shall be translated into the presentation currency by translating all amounts (ie assets, liabilities, equity items, income and expenses, including comparatives) at the closing rate at the date of the most recent statement of financial position.
- When an entity's functional currency and presentation currency are the currency of a hyperinflationary economy (or are the currencies of different hyperinflationary economies) and the entity translates the results and financial position of a foreign operation whose functional currency is that of a non-hyperinflationary economy, the entity shall restate the comparative amounts of that foreign operation included in the entity's previously issued financial statements by applying the general price index it applies to corresponding figures for the previous reporting period in accordance with paragraph 34 of MFRS 129 Financial Reporting in Hyperinflationary Economies.

(c) The initial application of the above applicable amendments to MFRSs are not expected to have any material impact on the prior year and current periods of combined financial statements.

2.4 Functional and presentation currency

The individual financial statements of each entity in Group are measured using the currency of the primary economic environment in which they operate ("the functional currency"). The combined financial statements are presented in Ringgit Malaysia ("RM"), which is also the Group's functional currency, has been rounded to the nearest thousand, unless otherwise stated.

2.5 Basis of measurement

The combined financial statements of the Group have been prepared on the historical cost basis, except as otherwise.

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

3. MATERIAL ACCOUNTING POLICY INFORMATION

Unless otherwise stated, the following material accounting policy information have been applied consistently to all the financial years presented in the combined financial statements of the Group.

3.1 Basis of combination

Business combinations

A business combination involving entities under common control is a business combination in which all the subsidiaries or subsidiaries are ultimately controlled by the same party and parties both before and after the business combination, and that control is not transitory. Under the merger method of accounting, the results of subsidiaries are presented as if the business combination had been affected throughout the current and previous financial 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 difference between costs of acquisition over the nominal value of share capital of the subsidiaries is taken to reorganisation reserve or merger deficit.

3.2 Financial instruments

Financial assets – subsequent measurement and gains and losses

Debt instruments at amortised cost

The Group subsequently measures these assets at amortised cost under the effective interest method. The gross carrying amount is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in profit or loss. Any gain or loss on derecognition is recognised in profit or loss.

Financial liabilities – subsequent measurement and gains and losses

The Group classifies the financial liabilities at amortised cost.

The Group subsequently measures other financial liabilities at amortised cost under the effective interest method. Interest expense and foreign exchange gains and losses are recognised in profit or loss. Any gain or loss on derecognition is also recognised in profit or loss.

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

3.3 Property, plant and equipment

Property, plant and equipment are measured at cost less accumulated depreciation and any accumulated impairment losses.

All other property, plant and equipment (other than the right-of-use assets as disclosed in Note 3.4) are depreciated on straight-line basis by allocating their depreciable amounts over their remaining useful lives.

	Useful lives (years)
Furniture and fittings	10
Renovation	10
Office equipment	10
Factory equipment	5
Computer hardware and software	5
Motor vehicles	5
Plant and machinery	5

3.4 Leases

(a) Lessee accounting

The Group presents right-of-use assets that do not meet the definition of investment property as property, plant and equipment in Note 5 and lease liabilities as loans and borrowings in Note 16.

Short-term leases and leases for low value assets

The Group has elected not to recognise right-of-use assets and lease liabilities for short-term leases (defined as leases with a lease term of 12 months or less) and leases of low value assets. Accordingly, the Group recognises the lease payments as an operating expense on a straight-line basis over the term of the lease.

Right-of-use assets

The right-of-use assets are measured at cost less accumulated depreciation and any accumulated impairment losses, and adjust for any remeasurement of the lease liabilities. The right-of-use assets are depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.

Lease liabilities

The lease liabilities are initially measured at the present value of the lease payment that are not paid at the commencement date, discounted by using the incremental borrowing rate.

The Group has elected not to separate non-lease components and account for the lease and non-lease components as a single lease component.

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

3.4 Leases (continued)

(b) Lessor accounting

The Group recognises lease payments received under operating leases as income on a straight-line basis over the lease term.

3.5 Inventories

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

Cost incurred in bringing the inventories to their present location and condition are accounted for as follows:

- raw materials: purchase costs on a first-in first-out basis.
- finished goods, work-in-progress and semi-finished goods: costs of direct materials based on normal operating capacity. These costs are assigned on a first-in first-out basis.

3.6 Revenue and other income

(a) Sales of goods and services

Revenue is recognised at a point in time upon delivery of products and customer's acceptance.

Sales are made with a credit term of 30 to 90 days, which is consistent with market practice, therefore, no element of financing is deemed present. A receivable is recognised when the customer accepts the delivery of the goods as the consideration is unconditional other than the passage of time before the payment is due.

(b) Power solutions services

Power solutions services comprise multiple deliverables that require significant integration service and are therefore accounted as a single performance obligation.

Under the terms of the contracts, control is transferred over time as the Group creates or enhances an asset that the customer controls as the asset is created or enhanced. Revenue is recognised over the period of the contract by reference to the progress towards complete satisfaction of that performance obligation.

Sales are made with a credit term ranging from 30 to 90 days, therefore, no element of financing is deemed present. The Group becomes entitled to invoice customers based on achieving a series of performance-related milestones.

The Group recognised a contract asset for any excess of revenue recognised to date over the billings-to-date. Any amount previously recognised as a contract asset is reclassified to trade receivables at the point when invoice is issued or timing for billing is due to passage of time. If the milestone billing exceeds the revenue recognised to date and any deposit or advances received from customers then the Group recognises a contract liability for the difference.

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

3.6 Revenue and other income (continued)

(c) Interest income

Interest income is recognised using the effective interest method.

(d) Income from short term funds

Income from short term funds is recognised when the right to receive payment is established.

4. SIGNIFICANT ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS

The preparation of combined financial statements in conformity with MFRSs requires the use of certain critical accounting estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the combined financial statements, and the reported amounts of the revenue and expenses during the reporting period. It also requires directors to exercise their judgement in the process of applying the Group's accounting policies. Although these estimates and judgement are based on the directors' best knowledge of current events and actions, actual results may differ.

The areas involving a higher degree of judgement or complexity that have the most significant effect on the Group's combined financial statements, or areas where assumptions and estimates that have a significant risk of resulting in a material adjustment to the Group's combined financial statements within the next financial year are disclosed as follows.

Impairment of financial assets and contract assets

The impairment provisions for financial assets and contract assets are based on assumptions about risk of default and expected loss rate. The Group uses judgement in making these assumptions and selecting inputs to the impairment calculation, based on the Group's past history, existing market conditions as well as forward looking estimates at the end of each reporting period.

The assessment of the correlation between historical observed default rates, forward-looking estimates and expected credit losses is a significant estimate. The amount of expected credit losses is sensitive to changes in circumstances and forecast of economic conditions over the expected lives of the financial assets and contract assets. 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 the expected credit losses on the Group's financial assets are disclosed in Note 29(b)(i).

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

5. PROPERTY, PLANT AND EQUIPMENT

	Note	Furniture and fittings RM'000	Renovation RM'000	Office equipment RM'000	Factory equipment RM'000	Computer hardware and software RM'000	Motor vehicles RM'000	Plant and machinery RM'000	Right-of-use assets RM'000	Total RM'000
Cost										
At 1 January 2022		55	55	67	389	61	733	10	707	2,077
Additions		-	-	6	4	42	112	-	588	752
Termination		-	-	-	-	-	-	-	(707)	(707)
At 31 December 2022		55	55	73	393	103	845	10	588	2,122
Accumulated depreciation										
At 1 January 2022		52	55	50	376	51	507	10	530	1,631
Depreciation charge for the financial year	**23**	*	-	3	5	7	91	-	196	302
Termination		-	-	-	-	-	-	-	(530)	(530)
At 31 December 2022		52	55	53	381	58	598	10	196	1,403
Carrying amount										
At 1 January 2022		3	-	17	13	10	226	-	177	446
At 31 December 2022		3	-	20	12	45	247	-	392	719

* *Less than RM1,000*

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

5. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

	Note	Furniture and fittings RM'000	Renovation RM'000	Office equipment RM'000	Factory equipment RM'000	Computer hardware and software RM'000	Motor vehicles RM'000	Plant and machinery RM'000	Right-of-use assets RM'000	Total RM'000
Cost										
At 1 January 2023		55	55	73	393	103	845	10	588	2,122
Additions		-	-	-	2	5	241	-	-	248
Disposals		-	-	-	-	-	(13)	-	-	(13)
At 31 December 2023		55	55	73	395	108	1,073	10	588	2,357
Accumulated depreciation and impairment loss										
At 1 January 2023		52	55	53	381	58	598	10	196	1,403
Depreciation charge for the financial year	**23**	*	-	3	5	10	113	-	196	327
Disposals		-	-	-	-	-	(13)	-	-	(13)
At 31 December 2023		52	55	56	386	68	698	10	392	1,717
Carrying amount										
At 1 January 2023		3	-	20	12	45	247	-	392	719
At 31 December 2023		3	-	17	9	40	375	-	196	640

* *Less than RM1,000*

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

5. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

	Note	Furniture and fittings RM'000	Renovation RM'000	Office equipment RM'000	Factory equipment RM'000	Computer hardware and software RM'000	Motor vehicles RM'000	Plant and machinery RM'000	Right-of-use assets RM'000	Total RM'000
Cost										
At 1 January 2024		55	55	73	395	108	1,073	10	588	2,357
Additions		3	-	*	-	58	120	-	-	181
At 31 December 2024		58	55	73	395	166	1,193	10	588	2,538
Accumulated depreciation and impairment loss										
At 1 January 2024		52	55	56	386	68	698	10	392	1,717
Depreciation charge for the financial year	**23**	*	-	3	4	14	141	-	196	358
At 31 December 2024		52	55	59	390	82	839	10	588	2,075
Carrying amount										
At 1 January 2024		3	-	17	9	40	375	-	196	640
At 31 December 2024		6	-	14	5	84	354	-	-	463

* *Less than RM1,000*

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

5. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

	Note	Furniture and fittings RM'000	Renovation RM'000	Office equipment RM'000	Factory equipment RM'000	Computer hardware and software RM'000	Motor vehicles RM'000	Plant and machinery RM'000	Right-of-use assets RM'000	Total RM'000
Cost										
At 1 January 2025		58	55	73	395	166	1,193	10	588	2,538
Additions		11	135	38	93	41	109	-	469	896
Disposals		-	-	(21)	(104)	-	(63)	-	-	(188)
Termination		-	-	-	-	-	-	-	(588)	(588)
At 31 December 2025		69	190	90	384	207	1,239	10	469	2,658
Accumulated depreciation and impairment loss										
At 1 January 2025		52	55	59	390	82	839	10	588	2,075
Depreciation charge for the financial year	**23**	1	10	6	18	24	116	-	235	410
Disposals		-	-	(21)	(104)	-	(63)	-	-	(188)
Termination		-	-	-	-	-	-	-	(588)	(588)
At 31 December 2025		53	65	44	304	106	892	10	235	1,709
Carrying amount										
At 1 January 2025		6	-	14	5	84	354	-	-	463
At 31 December 2025		16	125	46	80	101	347	-	234	949

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

5. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

(a) Assets pledged as security

Motor vehicles with carrying amount of RM347,153 (2024: RM354,280, 2023: RM374,756 and 2022: RM246,728) are pledged as security for the related hire purchase payables disclosed in Note 16(b).

(b) Right-of-use assets

The Group leases warehouse. The lease generally has a lease term of 2 to 3 years.

Information about the lease for which the Group is the lessee are presented below:

	Warehouse RM'000
Carrying amount	
At 1 January 2022	177
Additions	588
Depreciation charge for the financial year	(196)
Termination	(177)
At 31 December 2022	392
Depreciation charge for the financial year	(196)
At 31 December 2023	196
Depreciation charge for the financial year	(196)
At 31 December 2024	-
Additions	469
Depreciation charge for the financial year	(235)
At 31 December 2025	234

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

6. INVESTMENT IN AN ASSOCIATE

	As at 31 December			
	2022 RM'000	**2023 RM'000**	**2024 RM'000**	**2025 RM'000**
Unquoted shares, at cost	500	500	-	-

Details of associate are as follows:

Name of company	Principal place of business/ country of incorporation	Equity interest 2022 %	2023 %	2024 %	2025 %	Principal activities
Sunvoltic Sdn. Bhd.	Malaysia	50.00%	50.00%	-	-	Invest, design, construction, commissioning, operation and maintenance of renewable energy power generation facilities.

On 6 October 2022, the shareholders of Sunvoltic Sdn. Bhd. have approved a voluntary winding-up and have commenced Members' Voluntary Winding-Up process. As at 31 December 2024, Sunvoltic had been dissolved.

Summarised financial information of material joint ventures

The following table illustrates the summarised financial information of the Group's associate, adjusted for any differences in accounting policies and reconciles the information to the carrying amount of the Group's interests in the associate:

	As at 31 December			
	2022 RM'000	**2023 RM'000**	**2024 RM'000**	**2025 RM'000**
Assets and liabilities				
Current assets	987	963	-	-
Current liabilities	(20)	-	-	-
Cash and bank balances	987	48	-	-
Results:				
Loss for the financial year, representing total comprehensive loss	(23)	(3)	-	-
Included in the total comprehensive loss is:				
Interest expense	(2)	-	-	-

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

7. INVENTORIES

	As at 31 December			
	2022 RM'000	2023 RM'000	2024 RM'000	2025 RM'000
At cost:				
Finished goods	702	21	21	-

8. TRADE RECEIVABLES

		As at 31 December			
	Note	2022 RM'000	2023 RM'000	2024 RM'000	2025 RM'000
Trade					
Trade receivables					
- Third parties	**(a)**	11,760	958	8,134	11,237
- Immediate holding company	**(b)**	30	-	-	-
- Related companies	**(b)**	491	573	271	588
Retention sum	**(c)**	1,821	4,197	4,264	6,040
		14,102	5,728	12,669	17,865

(a) Trade receivables – third parties

Trade receivables – third parties are non-interest bearing and normal credit terms offered by the Group range between 30 to 90 days (2024, 2023 and 2022: 30 to 90 days) from the date of invoices. Other credit terms are assessed and approved on a case-by-case basis. The credit period varies from customers to customers after taking into consideration their payment track record, financial background, length of business relationship and size of transactions.

Receivables that are impaired

The Group's trade receivables that are impaired at the reporting date and the reconciliation of movement in the impairment of trade receivables are as follows:

	As at 31 December			
	2022 RM'000	2023 RM'000	2024 RM'000	2025 RM'000
Trade receivables				
At beginning of the financial year	22	-	-	-
Written off	(22)	-	-	-
At end of the financial year	-	-	-	-

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

8. TRADE RECEIVABLES (CONTINUED)

(b) Trade receivables – immediate holding company and a related company

Included in trade receivables of the Group is trade amount owing by immediate holding company and related companies of the Group, which is unsecured, interest-free and repayable upon demand in cash.

(c) Retention sum

The retention sum which is receivable upon the expiry of defect liability period as provided in the contract with customers.

The information about the credit exposures are disclosed in Note 29(b)(i).

9. OTHER RECEIVABLES

		As at 31 December			
	Note	2022 RM'000	2023 RM'000	2024 RM'000	2025 RM'000
Non-trade					
Deposits		36	42	76	142
Prepayments	(a)	3,204	2,098	5,707	3,453
Amount owing by immediate holding company	(b)	6,152	4,000	-	-
Amount owing by related companies	(c)	*	3,058	15,001	-
		9,392	9,198	20,784	3,595

* *Less than RM1,000*

(a) Prepayments

Included in prepayments are prepaid project costs amounted to RM903,717 (2024: RM3,957,782, 2023:RM2,055,163 and 2022:RM3,140,991).

(b) Amount owing by immediate holding company

Amount owing by immediate holding company is non-trade in nature, unsecured, repayable upon demand in cash and bears interest at a rate of Nil (2024: 8.07%, 2023: 7.82% to 8.07% and 2022: 6.70% to 7.89%) per annum.

(c) Amount owing by related companies

Amounts owing by related companies are non-trade in nature, unsecured, repayable upon demand in cash and bears interest at a rate of 5.30% (2024: 7.70% to 8.07%, 2023: 7.70% to 8.14% and 2022: 3.50% to 7.14%) per annum.

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

10. CONTRACT ASSETS/(CONTRACT LIABILITIES)

	As at 31 December			
	2022 RM'000	**2023 RM'000**	**2024 RM'000**	**2025 RM'000**
Contract assets relating to unbilled services	25	868	-	4,357
Contract liabilities relating to construction service contracts	-	-	-	(1,098)

(a) Contract assets

The contract assets represent the Group's rights to consideration for the work performed but yet to be billed. Contract assets are transferred to receivables when the Group issued billing to the customers. Typically, the amount will be billed within 1 to 2 years (2024, 2023 and 2022: 30 days) and payments is expected within 30 days (2024, 2023 and 2022: 30 to 60 days).

(b) Contract liabilities

The contract liabilities represent progress billings and deposits received for construction contracts for which performance obligations have not been satisfied. The contract liabilities are expected to be recognised as revenue over period of 1 year.

(c) Significant changes in contract balances

	As at 31 December				
	2022	**2023**	**2024**	**2025**	
	Contract assets increase/ (decrease) RM'000	**Contract assets increase/ (decrease) RM'000**	**Contract assets increase/ (decrease) RM'000**	**Contract assets increase/ (decrease) RM'000**	**Contract liabilities (increase)/ decrease RM**
Increase due to revenue recognised for unbilled goods or services transferred to customers	25	868	-	4,357	-
Increase due to consideration received from customers, but revenue not recognised	-	-	-	-	(1,098)
Transfers from contract assets recognised at the beginning of the period to receivables	-	(25)	(868)	-	-

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

11. OTHER INVESTMENT

	As at 31 December			
	2022 RM'000	**2023 RM'000**	**2024 RM'000**	**2025 RM'000**
Financial asset as fair value through profit or loss ("FVPL")				
At fair value:				
Short-term cash investment				
- Money market fund	-	14	1,002	14,386

12. CASH AND BANK BALANCES

	As at 31 December			
	2022 RM'000	**2023 RM'000**	**2024 RM'000**	**2025 RM'000**
Cash in hand	23	28	29	21
Cash at bank	730	8,201	3,321	6,175
	753	8,229	3,350	6,196

(i) During the financial years, the Group made the following cash payments to purchase of property, plant and equipment:

		As at 31 December			
	Note	**2022 RM'000**	**2023 RM'000**	**2024 RM'000**	**2025 RM'000**
Purchase of property, plant and equipment	**5**	752	248	181	427
Financed by way of finance lease arrangements		(687)	(224)	(110)	(103)
Cash payments on purchase of property, plant and equipment		65	24	71	324

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

12. CASH AND BANK BALANCES (CONTINUED)

(ii) Reconciliation of changes in liabilities arising from financing activities:

	Audited as at			
	1.1.2022	**Cash flows**	**Non-cash**	**31.12.2022**
	RM'000	**RM'000**	**RM'000**	**RM'000**
Lease liabilities	198	(181)	390	407
Hire purchase payables	257	(55)	99	301
Bankers' acceptance	8,024	360	-	8,384
	8,479	124	489	9,092

	Audited as at			
	1.1.2023	**Cash flows**	**Non-cash**	**31.12.2023**
	RM'000	**RM'000**	**RM'000**	**RM'000**
Lease liabilities	407	(189)	-	218
Hire purchase payables	301	(74)	224	451
Bankers' acceptance	8,384	(3,361)	-	5,023
Amount owing to a shareholder	-	480	-	480
Amount owing to an associate	-	457	-	457
	9,092	(2,687)	224	6,629

	Audited as at			
	1.1.2024	**Cash flows**	**Non-cash**	**31.12.2024**
	RM'000	**RM'000**	**RM'000**	**RM'000**
Lease liabilities	218	(218)	-	-
Hire purchase payables	451	(118)	110	443
Bankers' acceptance	5,023	5,333	-	10,356
Amount owing to a shareholder	480	(480)	-	-
Amount owing to an associate	457	(457)	-	-
	6,629	4,060	110	10,799

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

12. CASH AND BANK BALANCES (CONTINUED)

(ii) Reconciliation of changes in liabilities arising from financing activities: (continued)

	Audited as at			
	1.1.2025 RM'000	**Cash flows RM'000**	**Non-cash RM'000**	**31.12.2025 RM'000**
Lease liabilities	-	(229)	469	240
Hire purchase payables	443	(156)	103	390
Bankers' acceptance	10,356	(3,485)	-	6,871
	10,799	(3,870)	572	7,501

(iii) Total cash outflows for leases

During the financial years, the Group has total cash outflows for leases of RM484,444 (2024: RM511,088, 2023: RM374,559 and 2022: RM264,925).

13. SHARE CAPITAL

	Number of ordinary shares			
	2022 Unit'000	**2023 Unit'000**	**2024 Unit'000**	**2025 Unit'000**
Issued and fully paid up:				
At 1 January/31 December	800	800	800	800

	Amount			
	2022 RM'000	**2023 RM'000**	**2024 RM'000**	**2025 RM'000**
Issued and fully paid up:				
At 1 January/31 December	800	800	800	800

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

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

14. EQUITY CONTRIBUTION FROM IMMEDIATE HOLDING COMPANY

The Group's immediate holding company, namely OCK Group Berhad ("OCK"), operates on equity-settled share-based compensation plan (namely Employees' Share Option Scheme ("ESOS") in relation to OCK's shares), allowing the eligible employees to acquire OCK's ordinary shares at pre-determined price. The vesting conditions, main features and number of options granted under the ESOS are disclosed in OCK's financial statements.

15. EXCHANGE RESERVE

The translation reserve comprises all foreign currency differences arising from the translation of the financial statements of foreign operations whose functional currencies are different from that of the Group's presentation currency as well as the foreign currency differences arising from monetary items which form part of the Group's net investment in foreign operations, where the monetary item is denominated in either the functional currency of the reporting entity or the foreign operation or another currency.

16. BORROWINGS

		As at 31 December			
	Note	2022 RM'000	2023 RM'000	2024 RM'000	2025 RM'000
Non-current:					
Lease liabilities	(a)	218	-	-	-
Hire purchase payables	(b)	231	338	305	236
		449	338	305	236
Current:					
Lease liabilities	(a)	189	218	-	240
Hire purchase payables	(b)	70	113	138	154
Bankers' acceptance	(c)	8,384	5,023	10,356	6,871
		8,643	5,354	10,494	7,265
Total loans and borrowings:					
Lease liabilities	(a)	407	218	-	240
Hire purchase payables	(b)	301	451	443	390
Bankers' acceptance	(c)	8,384	5,023	10,356	6,871
		9,092	5,692	10,799	7,501

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

16. BORROWINGS (CONTINUED)

(a) Lease liabilities

Lease liabilities of the Group of RM239,580 (2024: Nil, 2023: RM217,800 and 2022: RM406,961) bears interests of 4.41% (2024: Nil, 2023 and 2022: 4.23%) per annum.

Future minimum lease payments together with the present value of net minimum lease payments are as follows:

	As at 31 December			
	2022 RM'000	**2023 RM'000**	**2024 RM'000**	**2025 RM'000**
Minimum lease payments:				
Not later than one year	198	218	-	240
Later than one year and not later than five years	218	-	-	-
	416	218	-	240
Less: Future finance charges	(9)	-	-	-
Present value of minimum lease payments	407	218	-	240
Present value of minimum lease payment payable:				
Not later than one year	189	218	-	240
Later than one year and not later than five years	218	-	-	-
	407	218	-	240
Less: Amount due within twelve months	(189)	(218)	-	(240)
Amount due after twelve months	218	-	-	-

The maturity analysis of lease liabilities is disclosed in Note 29(b)(ii).

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

16. BORROWINGS (CONTINUED)

(b) Hire purchase payables

Hire purchase payables of the Group of RM390,461 (2024: RM442,824, 2023: RM451,049 and 2022: RM300,109) bears interest ranging from 3.69% to 4.80% (2024, 2023 and 2022: 3.69% to 4.80%) per annum.

Future minimum payments under hire purchase together with the present value of net minimum hire purchase payments are as follows:

	As at 31 December			
	2022 RM'000	2023 RM'000	2024 RM'000	2025 RM'000
Minimum hire purchase payments:				
Not later than one year	80	130	155	168
Later than one year and not later than five years	245	361	323	249
	325	491	478	417
Less: Future finance charges	(24)	(40)	(35)	(27)
Present value of minimum hire purchase payments	301	451	443	390
Present value of minimum hire purchase payable:				
Not later than one year	70	113	138	154
Later than one year and not later than five years	231	338	305	236
	301	451	443	390
Less: Amount due within twelve months	(70)	(113)	(138)	(154)
Amount due after twelve months	231	338	305	236

The maturity analysis of hire purchase is disclosed in Note 29(b)(ii).

(c) Bankers' acceptance

The bankers' acceptance are secured by way of:

(i) Personal guarantee by a director of the Group; and
(ii) Corporate guarantee from the immediate holding company.

The bankers' acceptance bear interest at rates ranging from 3.53% to 5.04% (2024: 3.97% to 5.04%, 2023: 3.89% to 5.03% and 2022: 3.17% to 5.11%) per annum.

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

17. DEFERRED TAX LIABILITY

	At 1 January 2022 RM'000	Recognised in profit or loss (Note 25) RM'000	At 31 December 2022 RM'000
Deferred tax liability:			
Property, plant and equipment	39	-	39

	At 1 January 2023 RM'000	Recognised in profit or loss (Note 25) RM'000	At 31 December 2023 RM'000
Deferred tax liability:			
Property, plant and equipment	39	-	39

	At 1 January 2024 RM'000	Recognised in profit or loss (Note 25) RM'000	At 31 December 2024 RM'000
Deferred tax liability:			
Property, plant and equipment	39	(2)	37

	At 1 January 2025 RM'000	Recognised in profit or loss (Note 25) RM'000	At 31 December 2025 RM'000
Deferred tax liability:			
Property, plant and equipment	37	12	49

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

18. TRADE PAYABLES

		As at 31 December			
	Note	2022 RM'000	2023 RM'000	2024 RM'000	2025 RM'000
Trade					
Trade payables	**(a)**				
- Third parties		2,140	2,097	2,412	7,601
Trade accruals		7,555	7,262	9,326	8,175
		9,695	9,359	11,738	15,776

(a) Trade payables

Trade payables are non-interest bearing and the normal trade credit term granted to the Group range from 30 to 90 days (2024, 2023 and 2022: 30 to 90 days).

For explanations on the Group's liquidity risk management processes, refer to Note 29(b)(ii).

19. OTHER PAYABLES

		As at 31 December			
	Note	2022 RM'000	2023 RM'000	2024 RM'000	2025 RM'000
Non-trade					
Other payables		25	23	7	144
Accruals		56	118	89	210
Amount owing to a shareholder	**(a)**	-	480	-	-
Amount owing to an associate	**(a)**	-	457	-	-
		81	1,078	96	354

(a) Amount owing to a shareholder and an associate

Amount owing to a shareholder and an associate are non-trade in nature, unsecured, non-interest bearing, repayable upon demand and are expected to be settled in cash.

For explanations on the Group's liquidity risk management processes, refer to Note 29(b)(ii).

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

20. REVENUE

	As at 31 December			
	2022 RM'000	**2023 RM'000**	**2024 RM'000**	**2025 RM'000**
Revenue from contracts with customers:				
At a point in time:				
Power solutions	14,743	4,005	14,880	5,414
Over time:				
Green energy and power solutions	16,359	19,253	5,182	5,531
M&E engineering services	8,408	18,809	30,378	66,450
	39,510	42,067	50,440	77,395

21. OTHER INCOME

	As at 31 December			
	2022 RM'000	**2023 RM'000**	**2024 RM'000**	**2025 RM'000**
Interest income	356	803	1,166	292
Gain on disposal of property, plant and equipment	-	*	-	12
Gain on lease modification	21	-	-	-
Fair value gain on foreign exchange derivatives	3	7	-	-
Income from short-term cash investment	-	14	36	383
Unrealised foreign exchange gain	7	-	-	-
Miscellaneous	105	42	-	17
	492	866	1,202	704

* *Less than RM1,000*

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

22. FINANCE COSTS

	As at 31 December			
	2022 RM'000	**2023 RM'000**	**2024 RM'000**	**2025 RM'000**
Interest expenses on:				
- Lease liabilities	16	9	-	10
- Hire purchase	10	11	19	20
- Bank overdraft	12	1	*	*
- Bankers' acceptance	294	193	342	286
	332	214	361	316
Finance costs included in cost of sales:				
- Bankers' acceptance	(294)	(193)	(342)	(286)
	38	21	19	30

* *Less than RM1,000*

23. PROFIT BEFORE TAX

Other than as disclosed elsewhere in the combined financial statements, the following items have been charged in arriving at profit before tax:

		As at 31 December			
	Note	**2022 RM'000**	**2023 RM'000**	**2024 RM'000**	**2025 RM'000**
Auditors' remuneration - statutory audit:					
- Baker Tilly Monteiro Heng PLT		30	32	38	111
- Other auditors		-	-	-	8
Depreciation of property, plant and equipment	**5**	302	327	358	410
Loss on winding up of an associate		-	-	19	-
Deposits written off		-	-	-	2
Expense relating to short-term lease:					
- Equipment		67	177	293	243
Expense relating to low-value assets:					
- Premises		-	-	-	2
Realised loss on foreign exchange		11	*	*	3
Unrealised loss on foreign exchange		-	2	*	*
Employee benefits expense	**24**	1,896	2,065	2,828	4,381

* *Less than RM1,000*

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

24. EMPLOYEE BENEFITS EXPENSE

	As at 31 December			
	2022 RM'000	2023 RM'000	2024 RM'000	2025 RM'000
Fees	-	-	-	143
Salaries, allowances, bonuses and wages	1,620	1,788	2,497	3,754
Defined contribution plans	187	209	284	420
Other staff related expenses	89	68	47	64
	1,896	2,065	2,828	4,381
Included in employee benefits are:				
Directors' remuneration:				
- Fees	-	-	-	143
- Salaries, allowances and bonuses	371	407	479	1,058
- Defined contribution plans	45	49	57	126
- Other staff related expenses	1	1	1	3
	417	457	537	1,330

25. INCOME TAX EXPENSE

The major components of tax expense for the financial years ended 31 December 2022, 31 December 2023, 31 December 2024 and 31 December 2025 are as follows:

	As at 31 December			
	2022 RM'000	2023 RM'000	2024 RM'000	2025 RM'000
Statement of comprehensive income				
Current income tax:				
- Current income tax charge	945	1,555	2,948	6,277
- Adjustment in respect of prior years	29	63	4	(19)
	974	1,618	2,952	6,258
Deferred tax (Note 17):				
- Origination/(reversal) of temporary differences	3	(5)	8	10
- Adjustment in respect of prior years	(3)	5	(10)	2
	-	-	(2)	12
Income tax expense recognised in profit or loss	974	1,618	2,950	6,270

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

25. INCOME TAX EXPENSE (CONTINUED)

Domestic income tax is calculated at the Malaysia statutory income tax rate of 24% (2024, 2023 and 2022: 24%) of the estimated assessable profit for the financial year.

The reconciliations from the tax amount at the statutory income tax rate to the Group's tax expense are as follows:

	As at 31 December			
	2022 RM'000	**2023 RM'000**	**2024 RM'000**	**2025 RM'000**
Profit before tax	3,880	6,106	12,007	25,617
Tax at Malaysia statutory income tax rate of 24%	931	1,465	2,882	6,148
Adjustments:				
Non-deductible expenses	17	85	74	139
Adjustment in respect of current income tax of prior years	29	63	4	(19)
Adjustment in respect of deferred tax of prior years	(3)	5	(10)	2
Income tax expense	974	1,618	2,950	6,270

26. OTHER COMPREHENSIVE LOSS

	Exchange reserve RM'000	**Total equity RM'000**
2025		
Item that may be reclassified subsequently to profit or loss		
Exchange differences on translation of foreign operations	2	2

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

27. EARNINGS PER SHARE

Basic earnings per ordinary share and diluted earnings per ordinary share

Basic earnings per ordinary share are based on the profit for the financial years attributable to owners of the Group and the weighted average number of ordinary shares outstanding during the financial years.

Diluted earnings per ordinary share are based on the profit for the financial years attributable to owner of the Group and the weighted average number of ordinary shares outstanding during the financial years plus the weighted average number of ordinary shares that would be issued on conversion of all the dilutive potential ordinary shares into ordinary shares.

The basic and diluted earnings per ordinary share are computed as follows:

	As at 31 December			
	2022	**2023**	**2024**	**2025**
	RM'000	**RM'000**	**RM'000**	**RM'000**
Profit attributable to owners of the Company	2,906	4,488	9,057	19,347
	Unit'000	**Unit'000**	**Unit'000**	**Unit'000**
Weighted average number of ordinary shares in issue:				
Issued ordinary shares at the beginning of the financial year	800	800	800	800
Weighted average number of ordinary shares at the end of the financial year	800	800	800	800
Basic and diluted earnings per share (RM)	4	6	11	24

* *Less than RM1,000*

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

28. DIVIDENDS

	As at 31 December			
	2022 RM'000	2023 RM'000	2024 RM'000	2025 RM'000
Recognised during the financial year:				
Dividends on ordinary shares:				
Single-tier interim dividend of RM2.50 per ordinary share in respect of the financial year ended 31 December 2022, paid on 29 December 2022	2,000	-	-	-
Single-tier interim dividend of RM3.75 per ordinary share in respect of the financial year ended 31 December 2023, paid on 28 December 2023	-	3,000	-	-
Single-tier interim dividend of RM3.75 per ordinary share in respect of the financial year ended 31 December 2024, paid on 26 July 2024	-	-	3,000	-
Single-tier interim dividend of RM6.25 per ordinary share in respect of the financial year ended 31 December 2024, paid on 30 May 2025	-	-	-	5,000
Single-tier interim dividend of RM11.25 per ordinary share in respect of the financial year ended 31 December 2025, paid on 7 November 2025	-	-	-	9,000
	2,000	3,000	3,000	14,000

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

29. FINANCIAL INSTRUMENTS

(a) Categories of financial instruments

The following table analyses the financial instruments in the statement of financial position by the classes of financial instruments to which they are assigned:

(i) Amortised cost
(ii) Fair value through profit or loss ("FVPL")

	Carrying amount RM'000	Amortised cost RM'000	FVPL RM
At 31 December 2022			
Financial assets			
Trade and other receivables, less prepayments	20,290	20,290	-
Cash and short-term deposits	753	753	-
	21,043	21,043	-
Financial liabilities			
Borrowings, less lease liabilities	(8,685)	(8,685)	-
Trade and other payables	(9,776)	(9,776)	-
	(18,461)	(18,461)	-
At 31 December 2023			
Financial assets			
Trade and other receivables, less prepayments	12,828	12,828	-
Other investment	14	-	14
Cash and short-term deposits	8,229	8,229	-
	21,071	21,057	14
Financial liabilities			
Borrowings, less lease liabilities	(5,474)	(5,474)	-
Trade and other payables	(10,437)	(10,437)	-
	(15,911)	(15,911)	-

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

29. FINANCIAL INSTRUMENTS (CONTINUED)

(a) Categories of financial instruments (continued)

	Carrying amount RM'000	Amortised cost RM'000	FVPL RM
At 31 December 2024			
Financial assets			
Trade and other receivables, less prepayments	27,746	27,746	-
Other investment	1,002	-	1,002
Cash and short-term deposits	3,350	3,350	-
	32,098	31,096	1,002
Financial liabilities			
Borrowings	(10,799)	(10,799)	-
Trade and other payables	(11,834)	(11,834)	-
	(22,633)	(22,633)	-
At 31 December 2025			
Financial assets			
Trade and other receivables, less prepayments	18,007	18,007	-
Other investment	14,386	-	14,386
Cash and short-term deposits	6,196	6,196	-
	38,589	24,203	14,386
Financial liabilities			
Borrowings, less lease liabilities	(7,261)	(7,261)	-
Trade and other payables	(16,130)	(16,130)	-
	(23,391)	(23,391)	-

(b) Financial risk management

The Group's activities are exposed to a variety of financial risks arising from its operations and the use of financial instruments. The key financial risks include credit risk, liquidity risk, and foreign currency risk. The Group's overall financial risk management objective is to optimise value for its shareholder. The Group does not trade in financial instruments.

The Board of Directors reviews and agrees to policies and procedures for the management of these risks, which are executed by the Group's senior management.

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

29. FINANCIAL INSTRUMENTS (CONTINUED)

(b) Financial risk management (continued)

(i) Credit risk

Credit risk is the risk of financial loss to the Group that may arise on outstanding financial instruments should a counterparty default on its obligations. The Group is exposed to credit risk from its operating activities (primarily trade and other receivables) and from its financing activities, including deposits with banks and financial institutions. The Group has a credit policy in place and the exposure to credit risk is managed through the application of credit approvals, credit limits and monitoring procedures.

The Group considers a financial asset to be in default when:

- the counterparty is unable to pay its credit obligations to the Group in full, without taking into account any credit enhancements held by the Group; or
- the contractual payment of the financial asset is more than credit term unless the Group has reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

At the end of the reporting period, the Group assesses whether financial assets carried at amortised cost and FVPL and debt securities at amortised cost are credit-impaired. A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred. Those events evidence that a financial asset is credit-impaired include observable data about the following events:

- significant financial difficulty of the counterparty;
- a breach of contract, including a default event;
- a concession or restructuring of loans granted by the lender of the counterparty relating to the counterparty's financial difficulty; or
- it is probable that the counterparty will enter bankruptcy or other financial reorganisation.

Trade receivables and contract assets

As at the end of the reporting period, the maximum exposure to credit risk arising from trade receivables are represented by their carrying amounts in the statements of financial position.

The carrying amount of trade receivables are not secured by any collateral or supported by any other credit enhancements. In determining the recoverability of these receivables, the Group considers any change in the credit quality of the receivables from the date the credit was initially granted up to the reporting date. The Group has adopted a policy of dealing with creditworthy counterparties as a means of mitigating the risk of financial loss from defaults.

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

29. FINANCIAL INSTRUMENTS (CONTINUED)

(b) Financial risk management (continued)

(i) Credit risk (continued)

Trade receivables and contract assets

Credit risk concentration profile
At the end of the reporting period, 65% (2024: 71%, 2023: 67% and 2022: 69%) of the Group's trade receivables is due from four (4) (2024: four (4), 2023: three (3) and 2022: four (4)) major customer who are involved in trading industry.

The Group applies the simplified approach to providing for impairment losses prescribed by MFRS 9 *Financial Instruments*, which permits the use of the lifetime expected loss provision for all trade receivables. To measure the impairment losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due. The expected credit losses also incorporate forward-looking information. There is no impairment loss recognised during the financial year.

The information about the credit risk exposure on the Group's trade receivables and contract assets are as follows:

			Trade receivables						
	Contract assets RM	Retention sum RM	Current RM'000	1 to 30 days past due RM'000	31 to 60 days past due RM'000	61 to 90 days past due RM'000	91 to 120 days past due RM'000	>120 days past due RM'000	Total RM'000
31 December 2022									
Expected credit loss rate	0%	0%	0%	0%	0%	0%	0%	0%	0%
Gross carrying amount at default	25	1,821	6,419	3,625	1,831	406	-	-	12,281

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

29. FINANCIAL INSTRUMENTS (CONTINUED)

(b) Financial risk management (continued)

(i) Credit risk (continued)

Trade receivables and contract assets (continued)

The information about the credit risk exposure on the Group's trade receivables and contract assets are as follows: (continued)

			Trade receivables						
	Contract assets RM	Retention sum RM	Current RM'000	1 to 30 days past due RM'000	31 to 60 days past due RM'000	61 to 90 days past due RM'000	91 to 120 days past due RM'000	>120 days past due RM'000	Total RM'000
31 December 2023									
Expected credit loss rate	0%	0%	0%	0%	0%	0%	0%	0%	0%
Gross carrying amount at default	868	4,197	398	226	336	452	-	119	1,531
31 December 2024									
Expected credit loss rate	0%	0%	0%	0%	0%	0%	0%	0%	0%
Gross carrying amount at default	-	4,264	3,057	1,186	1,630	40	2,243	249	8,405
31 December 2025									
Expected credit loss rate	0%	0%	0%	0%	0%	0%	0%	0%	0%
Gross carrying amount at default	4,357	6,040	6,735	1,457	1,138	965	1,530	-	11,825

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

29. FINANCIAL INSTRUMENTS (CONTINUED)

(b) Financial risk management (continued)

(i) Credit risk (continued)

Other receivables and other financial assets

For other receivables and other financial assets (including cash and short-term deposits), the Group minimises credit risk by dealing exclusively with high credit rating counterparties. At the reporting date, the Group's maximum exposure to credit risk arising from other financial assets is represented by the carrying amount of each class of financial assets recognised in the statements of financial position.

The Group considers the probability of default upon initial recognition of asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period. To assess whether there is a significant increase in credit risk, the Group compares the risk of a default occurring on the asset as at the reporting date with the risk of default as at the date of initial recognition.

It considers available reasonable and supportive forward-looking information. Especially the following indicators are incorporated:

- internal credit rating;
- external credit rating (as far as available);
- actual or expected significant adverse changes in business, financial or economic conditions that are expected to cause a significant change to the counterparty's ability to meet its obligations;
- actual or expected significant changes in the operating results of the counterparty;
- significant increases in credit risk on other financial instruments of the same counterparty;
- significant changes in the value of the collateral supporting the obligation or in the quality of third-party guarantees or credit enhancements;
- significant changes in the expected performance and behaviour of the counterparty, including changes in the payment status of counterparties in the Group and changes in the operating results of the counterparty.

Macroeconomic information (such as market interest rates or growth rates) is incorporated as part of the internal rating model.

Regardless of the analysis above, a significant increase in credit risk is presumed if a debtor is making a contractual payment more than its credit term.

As at the end of the reporting date, the Group did not recognise any loss allowance for impairment for other receivables and other financial assets.

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

29. FINANCIAL INSTRUMENTS (CONTINUED)

(b) Financial risk management (continued)

(ii) Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulty in meeting financial obligations when they fall due. The Group's exposure to liquidity risk arise primarily from mismatches of the maturities between financial assets and liabilities. The Group's exposure to liquidity risk arise principally from trade and other payables, and loans and borrowings.

The Group's objective is to maintain a balance between continuity of funding and flexibility through the use of stand-by facilities. The Group maintains sufficient liquidity and available funds to meet daily cash needs, while maintaining controls and security over cash movements. The Group uses a series of processes to obtain maximum benefits from its flow of funds, such that they are efficiently managed to maximise income from investment and minimise cost on borrowed funds. The Group also ensures that there are sufficient unutilised stand-by facilities, funding and liquid assets available to meet both short-term and long-term funding requirements.

Maturity analysis
The maturity analysis of the Group's financial liabilities by their relevant maturity at the reporting date are based on contractual undiscounted repayment obligations are as follows:

		Contractual cash flows			
	Carrying amount RM'000	On demand or within one year RM'000	Between one and five years RM'000	More than five years RM'000	Total RM'000
31 December 2022					
Trade and other payables	9,776	9,776	-	-	9,776
Lease liabilities	407	198	218	-	416
Hire purchase payables	301	80	245	-	325
Bankers' acceptance	8,384	8,384	-	-	8,384
	18,868	18,438	463	-	18,901
31 December 2023					
Trade and other payables	10,437	10,437	-	-	10,437
Lease liabilities	218	218	-	-	218
Hire purchase payables	451	130	361	-	491
Bankers' acceptance	5,023	5,023	-	-	5,023
	16,129	15,808	361	-	16,169

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

29. FINANCIAL INSTRUMENTS (CONTINUED)

(b) Financial risk management (continued)

(ii) Liquidity risk (continued)

Maturity analysis (continued)
The maturity analysis of the Group's financial liabilities by their relevant maturity at the reporting date are based on contractual undiscounted repayment obligations are as follows: (continued)

		Contractual cash flows			
	Carrying amount RM'000	On demand or within one year RM'000	Between one and five years RM'000	More than five years RM'000	Total RM'000
31 December 2024					
Trade and other payables	11,834	11,834	-	-	11,834
Hire purchase payables	443	155	323	-	478
Bankers' acceptance	10,356	10,356	-	-	10,356
	22,633	22,345	323	-	22,668
31 December 2025					
Trade and other payables	16,130	16,130	-	-	16,130
Lease liabilities	240	240	-	-	240
Hire purchase payables	390	168	249	-	417
Bankers' acceptance	6,871	6,871	-	-	6,871
	23,631	23,409	249	-	23,658

(iii) Foreign currency risk

Foreign currency risk is the risk of fluctuation in fair value or future cash flows of a financial instrument as a result of changes in foreign exchange rates. The Group's exposure to the risk of changes in foreign exchange rates relates primarily to the Group's operating activities (when sales and purchases that are denominated in a foreign currency).

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

29. FINANCIAL INSTRUMENTS (CONTINUED)

(b) Financial risk management (continued)

(iii) Foreign currency risk (continued)

The Group's unhedged financial assets that are not denominated in their functional currencies are as follows:

	As at 31 December			
	2022 RM'000	**2023 RM'000**	**2024 RM'000**	**2025 RM'000**
Financial assets and liabilities not held in functional currencies:				
Cash and cash equivalents				
United States Dollar ("USD")	35	6	6	3
Chinese Yuan ("CNY")	*	*	1	-

* *Less than RM1,000*

Sensitivity analysis for foreign currency risk
The Group's principal foreign currency exposure relates mainly to USD and CNY.

The following table demonstrates the sensitivity to a reasonably possible change in the USD and CNY, with all other variables held constant on the Group's total equity and profit for the financial year.

	Changes in rate %	**Effect on profit for the financial year/equity RM'000**
At 31 December 2022		
USD	+5%	1
	-5%	(1)
CNY	+5%	*
	-5%	*
At 31 December 2023		
USD	+5%	*
	-5%	*
CNY	+5%	*
	-5%	*

* *Less than RM1,000*

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

29. FINANCIAL INSTRUMENTS (CONTINUED)

(b) Financial risk management (continued)

(iii) Foreign currency risk (continued)

Sensitivity analysis for foreign currency risk (continued)

The following table demonstrates the sensitivity to a reasonably possible change in the USD and CNY, with all other variables held constant on the Group's total equity and profit for the financial year. (continued)

	Changes in rate %	Effect on profit for the financial year/equity RM'000
At 31 December 2024		
USD	+5%	*
	-5%	*
CNY	+5%	*
	-5%	*
At 31 December 2025		
USD	+5%	*
	-5%	*
CNY	+5%	-
	-5%	-

* *Less than RM1,000*

(c) Fair value measurement

The carrying amounts of cash and cash equivalents, short-term receivables and payables are reasonable approximation to their fair values due to relatively short-term nature of these financial instruments.

The carrying amount of short-term floating rate borrowings approximates their fair value as the borrowings will be re-priced to market interest rate on or near reporting date.

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

29. FINANCIAL INSTRUMENTS (CONTINUED)

(c) Fair value measurement (continued)

The fair value of other investment is determined by reference to the redemption price at the end of the reporting period.

There have been no transfers between Level 1, Level 2 and Level 3 during the financial year (2024, 2023 and 2022: no transfer in either directions).

		Fair value of financial instruments not carried at				Fair value of financial instruments carried at			
	Carrying amount RM'000	fair value Level 1 RM'000	fair value Level 2 RM'000	fair value Level 3 RM'000	Total RM'000	fair value Level 1 RM'000	fair value Level 2 RM'000	fair value Level 3 RM'000	Total RM'000
31 December 2022									
Financial liability									
Hire purchase payables	301	-	-	325	325	-	-	-	-
31 December 2023									
Financial asset									
Other investment	14	-	-	-	-	14	-	-	14
Financial liability									
Hire purchase payables	451	-	-	491	491	-	-	-	-
31 December 2024									
Financial asset									
Other investment	1,002	-	-	-	-	1,002	-	-	1,002
Financial liability									
Hire purchase payables	443	-	-	478	478	-	-	-	-

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

29. FINANCIAL INSTRUMENTS (CONTINUED)

(c) Fair value measurement (continued)

		Fair value of financial instruments not carried at fair value				Fair value of financial instruments carried at fair value			
	Carrying amount RM'000	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000
31 December 2025									
Financial asset									
Other investment	14,386	-	-	-	-	14,386	-	-	14,386
Financial liability									
Hire purchase payables	390	-	-	417	417	-	-	-	-

Level 3 fair value

Fair value of financial instruments not carried at fair value
The fair value of liability component of term loans are calculated based on the present value of future principal and interest cash flows, discounted at the market interest rate of similar liabilities.

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

30. RELATED PARTIES

(a) Identification of related parties

Parties are considered to be related to the Group if the Group has the ability, directly or indirectly, to control the party or exercise significant influence over the party in making financial and operational decisions, or vice versa, or where the Group and the party are subject to common control. Related parties may be individuals or other entities.

Related parties of the Group include:

(i) Company's ultimate holding company;
(ii) Company's immediate holding company;
(iii) Associate;
(iv) Related companies; and
(iiv) Key management personnel of the Group, comprise persons (including directors) having the authority and responsibility for planning, directing and controlling the activities directly or indirectly.

(b) Significant related party transactions

Significant related party transactions other than disclosed elsewhere in the combined financial statements are as follows:

	As at 31 December			
	2022 RM'000	2023 RM'000	2024 RM'000	2025 RM'000
Sales of goods and services				
Immediate holding company	(43)	-	-	-
Related companies	(1,056)	(1,747)	(2,429)	(2,293)

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

30. RELATED PARTIES (CONTINUED)

(b) Significant related party transactions (continued)

Significant related party transactions other than disclosed elsewhere in the combined financial statements are as follows: (continued)

	As at 31 December			
	2022 RM'000	2023 RM'000	2024 RM'000	2025 RM'000
Interest income				
Ultimate holding company	(6)	-	-	-
Immediate holding company	(348)	(291)	(27)	-
An associate	(1)	-	-	-
Related companies	-	(509)	(1,119)	(217)
Dividend				
Immediate holding company	1,040	1,560	1,560	7,280
Other expenses				
Immediate holding company	81	-	-	-
Related companies	-	117	185	73
Other income				
Related company	-	39	-	-

Significant outstanding balances with related parties at the end of the reporting period are disclosed in Notes 8, 9 and 19.

(c) Compensation of key management personnel

	As at 31 December			
	2022 RM'000	2023 RM'000	2024 RM'000	2025 RM'000
Fees	-	-	-	143
Salaries, allowances, bonuses and wages	743	815	958	1,501
Defined contribution plans	89	98	115	179
Other staff related expenses	2	2	2	8
	834	915	1,075	1,831

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

31. CAPITAL MANAGEMENT

The primary objective of the Group's capital management is to ensure that it maintains a strong credit rating and healthy capital ratio in order to support its business and maximise shareholder value. The Group manages their capital structure and make adjustments to it, in light of changes in economic conditions. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholder or issue new shares. No changes were made in the objectives, policies and processes during the financial years ended 31 December 2022, 31 December 2023, 31 December 2024 and 31 December 2025.

The Group monitors capital using gearing ratio. The gearing ratio is calculated as total debts, less cash and bank balances, divided by total equity of the Group. The gearing ratio at 31 December 2022, 31 December 2023, 31 December 2024 and 31 December 2025 are as follows:

	As at 31 December			
	2022	**2023**	**2024**	**2025**
	RM'000	**RM'000**	**RM'000**	**RM'000**
Borrowings (excluding lease liabilities)	8,685	5,474	10,799	7,261
Equity attributable to owners of the Company	6,937	8,426	14,483	19,828
Gearing ratio (times)	1.25	0.65	0.75	0.37

There were no changes in the Group's approach to capital management during the financial years under review.

The Group is not subjected to externally imposed capital requirements.

32. SIGNIFICANT EVENT SUBSEQUENT TO THE END OF THE FINANCIAL YEAR

Subsequent to the end of the financial year ended 31 December 2025, the Group declared single-tier dividends of RM3.00 million dividends in respect of the financial year ended 31 December 2025.

14. REPORTING ACCOUNTANTS' REPORT ON THE COMPILATION OF THE PRO FORMA COMBINED STATEMENTS OF FINANCIAL POSITION

Baker Tilly Monteiro Heng PLT
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Chartered Accountants (AF 0117)
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2 April 2026

The Board of Directors
EI Power Berhad
No. 2, Jalan Anggerik Mokara 31/49,
Kota Kemuning, Seksyen 31,
40460 Shah Alam,
Selangor.

Dear Sirs,

EI POWER BERHAD ("EIP" or the "Company") AND ITS COMBINING ENTITIES

REPORTING ACCOUNTANTS' REPORT ON THE COMPILATION OF THE PRO FORMA COMBINED STATEMENTS OF FINANCIAL POSITION AS AT 31 DECEMBER 2025 INCLUDED IN A PROSPECTUS

We have completed our assurance engagement to report on the compilation of the pro forma combined statements of financial position of EIP and its combining entities, namely EI Power Technologies Sdn. Bhd., EI Power Nexus Sdn. Bhd. and EI Power (Thailand) Co., Ltd (collectively referred to as the "Group") for which the Board of Directors of EIP are solely responsible. The pro forma combined statements of financial position consist of the pro forma combined statements of financial position as at 31 December 2025 together with the accompanying notes thereon, as set out in the accompanying statements, for which we have stamped for the purpose of identification. The applicable criteria on the basis of which the Board of Directors of EIP have compiled the pro forma combined statements of financial position are as described in Note 2 to the pro forma combined statements of financial position and in accordance with the requirements of the *Prospectus Guidelines – Equity* issued by the Securities Commission Malaysia ("Prospectus Guidelines") ("Applicable Criteria").

The pro forma combined statements of financial position of the Group has been compiled by the Board of Directors of EIP, for illustrative purposes only, for inclusion in the prospectus of EIP ("Prospectus") in connection with the initial public offering in conjunction with the listing and quotation of the entire enlarged issued share capital of EIP on the ACE Market of Bursa Malaysia Securities Berhad comprising the Public Issue and the Offer for Sale ("IPO"), after making certain assumptions and such adjustments to show the effects on the pro forma combined financial position of the Group as at 31 December 2025 adjusted for the Subsequent Events, Public Issue, Offer for Sale and Utilisation of Proceeds as described in Notes 1.2, 1.3 and 3.2.1 to the pro forma combined statements of financial position.

Baker Tilly Monteiro Heng PLT trading as Baker Tilly is a member of the global network of Baker Tilly International Ltd., the members of which are separate and independent legal entities.

14. REPORTING ACCOUNTANTS' REPORT ON THE COMPILATION OF THE PRO FORMA COMBINED STATEMENTS OF FINANCIAL POSITION *(Cont'd)*

As part of this process, information about the Group's pro forma combined financial position has been extracted by the Board of Directors of EIP from the audited combined financial statements of the Group for the financial year ended ("FYE") 31 December 2025, on which a reporting accountants' report dated 2 April 2026 has been issued.

The audited combined financial statements of the Group for the FYE 31 December 2025 were reported by us to the Board of Directors without any modifications.

Directors' Responsibility for the Pro Forma Combined Statements of Financial Position

The Board of Directors of EIP are responsible for compiling the pro forma combined statements of financial position based on the Applicable Criteria.

Our Independence and Quality Control

We have complied with the independence and other ethical requirement of the *By-Laws (on Professional Ethics, Conduct and Practice)* issued by the Malaysian Institute of Accountants and the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)*, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

Our firm applies *International Standard on Quality Management 1 (ISQM 1), Quality Management for Firms that Perform Audits and Reviews of Financial Statements, and Other Assurance and Related Services Engagements* and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Reporting Accountants' Responsibilities

Our responsibility is to express an opinion, on whether the pro forma combined statements of financial position has been compiled, in all material respects, by the Board of Directors of EIP based on the Applicable Criteria.

We conducted our engagement in accordance with *International Standard on Assurance Engagements (ISAE) 3420: Assurance Engagements to Report on the Compilation of Pro Forma Financial Information Included in a Prospectus*, issued by the International Auditing and Assurance Standards Board and adopted by the Malaysian Institute of Accountants. This standard requires that we plan and perform procedures to obtain reasonable assurance about whether the Board of Directors of EIP have compiled, in all material respects, the pro forma combined statements of financial position based on the Applicable Criteria.

14. REPORTING ACCOUNTANTS' REPORT ON THE COMPILATION OF THE PRO FORMA COMBINED STATEMENTS OF FINANCIAL POSITION *(Cont'd)*

Reporting Accountants' Responsibilities (Continued)

For the purpose of this engagement, we are not responsible for updating or reissuing any reports or opinions on any historical financial information used in compiling the pro forma combined statements of financial position, nor have we, in the course of this engagement, performed an audit or review of the financial information used in compiling the pro forma combined statements of financial position.

The purpose of the pro forma combined statements of financial position included in the Prospectus is solely to illustrate the impact of significant events or transactions on the unadjusted financial information of the Group as if the events had occurred or the transaction had been undertaken at an earlier date selected for illustrative purposes only. Accordingly, we do not provide any assurance that the actual outcome of the events or transactions would have been as presented.

A reasonable assurance engagement to report on whether the pro forma combined statements of financial position has been compiled, in all material respects, based on the Applicable Criteria involves performing procedures to assess whether the Applicable Criteria used by the Board of Directors of EIP in the compilation of the pro forma combined statements of financial position of the Group provide a reasonable basis for presenting the significant effects directly attributable to the Listing and the acquisition of the combining entities as described in Note 1.2 and 1.3 to the pro forma combined statements of financial position, and to obtain sufficient appropriate evidence about whether:

(a) The pro forma combined statements of financial position of the Group has been properly prepared on the basis and assumptions set out in the accompanying notes to the pro forma combined statements of financial position, based on the pro forma financial statements of EIP and the audited financial statements of the combining entities for the FYE 31 December 2025, and in a manner consistent with both the format of the financial statements and the accounting policies adopted by the combining entities in the preparation of its audited financial statements for the FYE 31 December 2025; and

(b) Each material adjustment made to the information used in the preparation of the pro forma combined statements of financial position of the Group is appropriate for the purpose of preparing the pro forma combined statements of financial position.

The procedures selected depend on our judgement, having regard to our understanding of the nature of the Group, the events or transactions in respect of which the pro forma combined statements of financial position has been compiled, and other relevant engagement circumstances.

The engagement also involves evaluating the overall presentation of the pro forma combined statements of financial position.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

14. REPORTING ACCOUNTANTS' REPORT ON THE COMPILATION OF THE PRO FORMA COMBINED STATEMENTS OF FINANCIAL POSITION *(Cont'd)*

EI POWER BERHAD
Reporting Accountants' Report on the Compilation of the
Pro Forma Combined Statements of Financial Position
as at 31 December 2025 Included in a Prospectus

Opinion

In our opinion:

(a) the pro forma combined statements of financial position of the Group has been properly prepared on the basis and assumptions set out in the accompanying notes to the pro forma combined statements of financial position, based on the pro forma financial statements of EIP and the audited financial statements of the combining entities for the FYE 31 December 2025 and in a manner consistent with both the format of the financial statements and the accounting policies adopted by the combining entities in the preparation of its audited financial statements for the FYE 31 December 2025 which has been adopted by EIP as its group's accounting policies; and

(b) each material adjustment made to the information used in the preparation of the pro forma combined statements of financial position of the Group is appropriate for the purpose of preparing the pro forma combined statements of financial position.

Other Matter

This report has been prepared for inclusion in the Prospectus of EIP in connection with the IPO. As such, this report should not be used, circulated, quoted or otherwise referred to in any document or used for any other purpose without our prior written consent. Neither the firm nor any member or employee of the firm undertakes responsibility arising in any way whatsoever to any party in respect of this report contrary to the aforesaid purpose.

Yours faithfully,

Baker Tilly Monteiro Heng PLT
201906000600 (LLP0019411-LCA) & AF 0117
Chartered Accountants

Paul Tan Hong
No. 03459/11/2027 J
Chartered Accountant

EI POWER BERHAD

PRO FORMA COMBINED STATEMENTS OF FINANCIAL POSITION

1. **INTRODUCTION**

The pro forma combined statements of financial position of EI Power Berhad ("EIP" or the "Company") and its combining entities, EI Power Technologies Sdn. Bhd. ("EIPT"), EI Power Nexus Sdn. Bhd and EI Power (Thailand) Co., Ltd. (hereinafter collectively referred to as the "Group") has been compiled by the Board of Directors of EIP, for illustrative purposes only, for inclusion in the prospectus of EIP in connection with the listing and quotation of the entire enlarged issued share capital of RM71,630,398 comprising 700,000,000 ordinary shares in EIP ("EIP Share(s)" or "Share(s)") on the ACE Market of Bursa Malaysia Securities Berhad ("Bursa Securities") ("Listing").

1.1 In conjunction with the admission of EIP to the Official List of the ACE Market of Bursa Securities and the Listing, EIP had undertaken the following transactions:

1.2 **Subsequent to FYE 31 December 2025 ("Subsequent Events")**

1.2.1 **Payment of Dividend**

On 9 March 2026, EIPT declared and paid single-tier interim dividend of RM3.75 per ordinary share, amounting to RM3,000,000 in respect of the FYE 31 December 2025.

1.2.2 **Acquisition**

Acquisition of EIPT ("Acquisition")

On 4 September 2025, EIP had entered into a conditional share sale agreement with OCK Group Berhad, Ir. Albert Chang, and Siew Wei Foo to acquire the entire issued share capital of EIPT comprising 800,000 ordinary shares for a purchase consideration of RM9,470,298, which was fully satisfied through the issuance of 570,499,900 new Shares at RM0.0166.

The purchase consideration for the Acquisition of EIPT of RM9,470,298 was arrived based on a "willing-buyer willing-seller" basis, after taking into consideration the audited net assets ("NA") of EIPT as at 31 December 2024 and after adjusted for the dividends of RM5,000,000 in respect of the FYE 31 December 2024.

The Acquisition was completed on 11 March 2026.

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PRO FORMA COMBINED STATEMENTS OF FINANCIAL POSITION (CONTINUED)

1. (Continued)

1.3 **Listing Scheme**

1.3.1 **Public Issue**

The Public Issue of 129,500,000 new EIP Shares at an Issue Price of RM0.48 per Share ("IPO Price"), representing 18.50% of the enlarged share capital of EIP, will be allocated in the following manner:

(i) 35,000,000 new Issue Shares to be issued under the Public Issue ("Issue Share(s)"), representing 5.00% of enlarged share capital, will be offered to the Malaysian Public by way of public balloting;

(ii) 17,500,000 new Issue Shares, representing approximately 2.50% of enlarged share capital, will be made available for application by the eligible Directors, eligible employees and persons who have contributed to the success of the Group;

(iii) 63,000,000 new Issue Shares, representing 9.00% of enlarged share capital, will be made available for application by Ministry of Investment, Trade and Industry ("MITI") approved Bumiputera investors; and

(iv) 14,000,000 new Issue Shares, representing 2.00% of enlarged share capital, will be made available for application by entitled shareholders of OCK Group Berhad.

(Collectively hereinafter referred to as "Public Issue").

1.3.2 **Offer for Sale**

Offer for sale of 70,000,000 existing shares in EIP Shares ("Shares") at an Offer Price of RM0.48 per Share representing 10.00% of the enlarged share capital of EIP, will be allocated in the following manner:

(i) 24,500,000 new Issue Shares, representing 3.50% of enlarged share capital, will be made available by the selling shareholders to MITI approved Bumiputra investors; and

(ii) 45,500,000 new Issue Shares, representing 6.50% of enlarged share capital, will be made available by the selling shareholders to identified investors.

1.3.3 **Listing**

Upon completion of the IPO, EIP's entire enlarged issued share capital of RM71,630,398 comprising 700,000,000 Shares will be listed on the ACE Market of Bursa Securities.

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PRO FORMA COMBINED STATEMENTS OF FINANCIAL POSITION (CONTINUED)

2. **BASIS OF PREPARATION OF THE PRO FORMA COMBINED STATEMENTS OF FINANCIAL POSITION**

2.1 The pro forma combined statements of financial position have been prepared to illustrate the pro forma combined financial position of EIP and the combining entities as at 31 December 2025, adjusted for the effects of Subsequent Events, Public Issue, Offer for Sale and Utilisation of Proceeds as described in Notes 1.2, 1.3 and 3.2.1 respectively.

2.2 The pro forma combined statements of financial position have been prepared based on the audited combined financial statements of the Group for the financial year ended ("FYE") 31 December 2025.

2.3 The audited combined financial statements of the Group for the FYE 31 December 2025 were reported by the auditors to the members without any modifications.

2.4 The pro forma combined statements of financial position of the Group have been prepared for illustrative purposes only and, such information may not, because of its nature, give a true picture of the actual financial position and the results of the Group and does not purport to predict the future financial position and results of the Group.

2.5 The pro forma combined statements of financial position of the Group have been properly prepared on the basis set out in the accompanying notes to the pro forma combined statements of financial position based on the audited combined financial statements of the Group for FYE 31 December 2025, which have been prepared in accordance with the Malaysian Financial Reporting Standards and the International Financial Reporting Standards.

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3. PRO FORMA COMBINED STATEMENTS OF FINANCIAL POSITION OF THE GROUP

3.1 The pro forma combined statements of financial position of the Group as set out below, for which the directors of EIP are solely responsible, have been prepared for illustrative purposes only, to show the effects on the audited combined statements of financial position of the Group as at 31 December 2025, had the Subsequent Events, Listing Scheme and Utilisation of Proceeds as described in Notes 1.2, 1.3 and 3.2.1 been effected on that date, and should be read in conjunction with the notes accompanying thereto.

	Audited Combined Statements of Financial Position as at 31.12.2025 RM'000	After Subsequent Events RM'000	Pro Forma I Public Issue RM'000	Pro Forma II After Pro Forma I and Utilisation of Proceeds RM'000
ASSETS				
Non-current asset				
Property, plant and equipment	949	949	949	949
Total non-current asset	949	949	949	949
Current assets				
Contract assets	4,357	4,357	4,357	4,357
Trade receivables	17,865	17,865	17,865	17,865
Other receivables	3,595	3,595	3,595	3,595
Other investment	14,386	14,386	14,386	14,386
Cash and short-term deposits	6,196	3,196	65,356	60,080
Total current assets	46,399	43,399	105,559	100,283
TOTAL ASSETS	**47,348**	**44,348**	**106,508**	**101,232**
EQUITY AND LIABILITIES				
Equity attributable to owners of the Company				
Share capital	-	9,470	71,630	68,998
Invested equity	800	-	-	-
Reorganisation reserve	-	(8,670)	(8,670)	(8,670)
Foreign exchange reserve	(2)	(2)	(2)	(2)
Retained earnings	19,030	16,030	16,030	13,386
TOTAL EQUITY	**19,828**	**16,828**	**78,988**	**73,712**

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3. **PRO FORMA COMBINED STATEMENTS OF FINANCIAL POSITION OF THE GROUP (CONTINUED)**

3.1 (Continued)

	Audited Combined Statements of Financial Position as at 31.12.2025 RM'000	After Subsequent Events RM'000	Pro Forma I Public Issue RM'000	Pro Forma II After Pro Forma I and Utilisation of Proceeds RM'000
Non-current liabilities				
Borrowings	236	236	236	236
Deferred tax liabilities	49	49	49	49
Total non-current liabilities	285	285	285	285
Current liabilities				
Borrowings	7,265	7,265	7,265	7,265
Trade payables	15,776	15,776	15,776	15,776
Other payables	354	354	354	354
Current tax liabilities	2,742	2,742	2,742	2,742
Contract liabilities	1,098	1,098	1,098	1,098
Total current liabilities	27,235	27,235	27,235	27,235
TOTAL LIABILITIES	**27,520**	**27,520**	**27,520**	**27,520**
TOTAL EQUITY AND LIABILITIES	**47,348**	**44,348**	**106,508**	**101,232**
Number of ordinary shares in issue ('000)	800	570,500	700,000	700,000

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3. **PRO FORMA COMBINED STATEMENTS OF FINANCIAL POSITION OF THE GROUP (CONTINUED)**

3.1 (Continued)

	Audited Combined Statements of Financial Position as at 31.12.2025 RM'000	After Subsequent Events RM'000	Pro Forma I Public Issue RM'000	Pro Forma II After Pro Forma I and Utilisation of Proceeds RM'000
NA attributable to the owners of the Company (RM'000)	19,828	16,828	78,988	73,712
NA per share attributable to the owners of the Company (RM)	24.79	0.03	0.11	0.11
Interest-bearing borrowings (RM'000) [#]	7,261	7,261	7,261	7,261
Gearing (times) *	0.37	0.43	0.09	0.10

[#] *Interest-bearing borrowings are inclusive of hire purchase payables and bankers' acceptance.*

* *Gearing ratio is calculated based on total interest-bearing borrowings divided by total equity of the Group*

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3. **PRO FORMA COMBINED STATEMENTS OF FINANCIAL POSITION OF THE GROUP (CONTINUED)**

3.2 Notes to the pro forma combined statements of financial position are as follows:

3.2.1 The proceeds from the Public Issue would be used in the following manner:

Purposes	**RM'000**	**%**	**Estimated timeframe for utilisation from the listing date**
Acquisition and setup of new headquarters cum warehouse [(1)]	18,255	29.37%	within 36 months
Capital expenditure for the installation of building energy efficiency systems [(1)]	10,000	16.09%	within 24 months
Establishment of an office in Thailand [(1)]	1,380	2.22%	within 24 months
Establishment of a branch office cum warehouse in Johor [(1)]	2,285	3.68%	within 24 months
Working capital [(2)]	24,964	40.16%	within 24 months
Estimated listing expenses	5,276	8.48%	within 1 months
	62,160	**100.00%**	

Notes:

(1) As at the date of this letter, the Group has yet to enter into any contractual binding agreement or issue any purchase order in relation to the acquisition and setup of new headquarters cum warehouse, capital expenditure for the installation of building energy efficiency systems, establishment of an office in Thailand and establishment of a branch office cum warehouse in Johor. Accordingly, the utilisation of proceeds earmarked for the acquisition and setup of new headquarters cum warehouse, capital expenditure for the installation of building energy efficiency systems, establishment of an office in Thailand and establishment of a branch office cum warehouse in Johor are not reflected in the pro forma combined statements of financial position.

(2) The Group has allocated RM24.96 million of the IPO proceeds to supplement the Groups working capital requirements in tandem with the expected growth in the Group's business. Accordingly, the utilisation of proceeds earmarked for working capital purpose will remain in the Cash and Short-term Deposits account.

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3. **PRO FORMA COMBINED STATEMENTS OF FINANCIAL POSITION OF THE GROUP (CONTINUED)**

3.2 (Continued)

3.2.2 The audited combined statements of financial position of the Group as at 31 December 2025 has been adjusted for the following significant transaction:

Subsequent Events

(a) Payment of dividend

On 9 March 2026, EIPT declared and paid single-tier interim dividend of RM3.75 per ordinary share, amounting to RM3,000,000 in respect of the FYE 31 December 2025.

The declaration of dividends has the following impact on the audited combined statements of financial position of the Group as at 31 December 2025:

	Decrease	
	Effects on Total Assets RM'000	**Effects on Total Equity RM'000**
Cash and short-term deposits	3,000	-
Retained earnings	-	3,000
	3,000	3,000

(b) Acquisition

On 4 September 2025, EIP had entered into a conditional share sale agreement with OCK Group Berhad, Ir. Albert Chang, and Siew Wei Foo to acquire the entire issued share capital of EIPT comprising 800,000 ordinary shares for a purchase consideration of RM9,470,298, which was fully satisfied through the issuance of 570,499,900 new Shares at RM0.0166.

The Acquisition was completed on 11 March 2026.

The reorganisation reserve of the Acquisition is as below:

	RM'000
Purchase consideration	9,470
Less: Share capital of acquired subsidiary	(800)
Reorganisation reserve	8,670

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3. **PRO FORMA COMBINED STATEMENTS OF FINANCIAL POSITION OF THE GROUP (CONTINUED)**

3.2 (Continued)

3.2.2 (Continued)

Subsequent Events (continued)

(b) Acquisition (continued)

The Acquisition will have the following impact on the pro forma combined statements of financial position of EIP as at 31 December 2025.

	Increase/(Decrease) Effects on Total Equity RM'000
Reorganisation reserve	(8,670)
Invested equity	(800)
Share capital	9,470
	-

3.2.3 The pro forma combined statements of financial position should be read in conjunction with the notes below:

(a) Pro Forma I

Pro Forma I incorporates the effects of Subsequent Events and the Public Issue and Offer for Sale as described in Notes 1.3.1 and 1.3.2 respectively.

The Public Issue will have the following impact on the pro forma combined statements of financial position of the Group as at 31 December 2025:

	Increase	
	Effects on Total Assets RM'000	**Effects on Total Equity RM'000**
Cash and short-term deposits	62,160	-
Share capital	-	62,160
	62,160	62,160

The Offer for Sale does not have an impact on the pro forma combined statements of financial position of the Group as at 31 December 2025.

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3. **PRO FORMA COMBINED STATEMENTS OF FINANCIAL POSITION OF THE GROUP (CONTINUED)**

3.2 (Continued)

3.2.3 (Continued)

(b) Pro Forma II

Pro Forma II incorporates the cumulative effects of Pro Forma I and the utilisation of proceeds from the Public Issue of RM62.16 million after netting off RM5.28 million of estimated listing expenses.

The remaining proceeds expected from the Public Issue of RM56.88 million will be used in the manner as described in Note 3.2.1.

The estimated listing expenses totalling RM5.28 million will be borned by the Company comprise of, among others, underwriting, placement and brokerage fees, professional fees as well as other miscellaneous expenses.

Out of RM5.28 million, RM2.65 million will be charged to Retained Earnings Account and the remaining RM2.63 million will be capitalised in Share Capital Account as these are directly attributable expenses relating to the new issuance of Shares.

The utilisation of proceeds will have the following impact on the pro forma combined statements of financial position of the Group as at 31 December 2025:

	Decrease	
	Effects on Total Assets RM'000	**Effects on Total Equity RM'000**
Cash and short-term deposits	5,276	-
Share capital	-	2,632
Retained earnings	-	2,644
	5,276	5,276

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3. **PRO FORMA COMBINED STATEMENTS OF FINANCIAL POSITION OF THE GROUP (CONTINUED)**

3.2 (Continued)

3.2.4 Movements in share capital and reserves are as follows:

	Share Capital RM'000	Invested Equity RM'000	Reorganisation Reserve RM'000	Exchange Reserve RM'000	Retained Earnings RM'000	Total RM'000
Audited as at 31 December 2025	-	800	-	(2)	19,030	19,828
Subsequent Events	9,470	(800)	(8,670)	-	(3,000)	(3,000)
After Subsequent Events	**9,470**	**-**	**(8,670)**	**(2)**	**16,030**	**16,828**
Arising from the Public Issue	62,160	-	-	-	-	62,160
As per Pro Forma I	**71,630**	**-**	**(8,670)**	**(2)**	**16,030**	**78,988**
Arising from Utilisation of Proceeds	(2,632)	-	-	-	(2,644)	(5,276)
As per Pro Forma II	**68,998**	**-**	**(8,670)**	**(2)**	**13,386**	**73,712**

3.2.5 Movements in cash and short-term deposits are as follows:

	RM'000
Audited as at 31 December 2025	**6,196**
Subsequent Events	(3,000)
After Subsequent Events	**3,196**
Arising from Public Issue	62,160
As per Pro Forma I	**65,356**
Arising from Utilisation of Proceeds	(5,276)
As per Pro Forma II	**60,080**

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14. REPORTING ACCOUNTANTS' REPORT ON THE COMPILATION OF THE PRO FORMA COMBINED STATEMENTS OF FINANCIAL POSITION *(Cont'd)*

EI POWER BERHAD

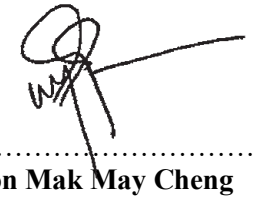
APPROVAL BY BOARD OF DIRECTORS

Approved and adopted on behalf of the Board of Directors of EI Power Berhad in accordance with a resolution dated 2 April 2026.



……

Chang Wan Siong
Director



……

Sharon Mak May Cheng
Director

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15. STATUTORY AND OTHER INFORMATION

15.1 SHARE CAPITAL

(a) As at the date of this Prospectus, we only have one class of shares, namely, ordinary shares, all of which rank equally with one another.

(b) Save for the Pink Form Allocations as disclosed in Section 4.3.2,

(i) no Director or employee of our Group has been or is entitled to be given or has exercised any option to subscribe for any share of our Company or our subsidiaries; and

(ii) there is no scheme involving the employees of our Group in the shares of our Company or our subsidiaries.

(c) Save for the subscriber Shares, new Shares issued for the Acquisition and to be issued for the Public Issue as disclosed in Sections 6.2 and 4.3.1 respectively, no shares of our Company have been issued or are proposed to be issued as fully or partly paid-up, in cash or otherwise, within the past 2 years immediately preceding the date of this Prospectus.

(d) Other than our Public Issue as disclosed in Section 4.3.1, there is no intention on the part of our Directors to further issue any Shares on the basis of this Prospectus.

(e) As at the date of this Prospectus, our Company does not have any outstanding convertible debt securities.

15.2 SHARE CAPITAL OF OUR SUBSIDIARIES

Details of our Company's share capital are as set out in Section 6.1. Details of the share capital of our subsidiaries are as set out below.

15.2.1 EIPT

EIPT's issued share capital as at LPD is RM800,000 comprising 800,000 ordinary shares. The movements in its issued share capital since incorporation are as follows:

Date of allotment	No. of shares allotted	Consideration/ Type of issue	Cumulative share capital	
			No. of shares	RM
3 September 2010	100	Cash/ Subscribers' shares	100	100
28 October 2010	199,900	Cash/ Allotment of shares	200,000	200,000
2 December 2010	200,000	Cash/ Allotment of shares	400,000	400,000
12 May 2017	400,000	Cash/ Allotment of shares	800,000	800,000

As at LPD, there are no outstanding warrants, options, convertible securities or uncalled capital in EIPT. In addition, there were no discounts, special terms or instalment payment terms applicable to the payment of the consideration for the allotment.

15. STATUTORY AND OTHER INFORMATION *(Cont'd)*

15.2.2 EIP Nexus

EIP Nexus's issued share capital as at LPD is RM1,000,000 comprising 1,000,000 ordinary shares. The movements in its issued share capital since incorporation are as follows:

Date of allotment	No. of shares allotted	Consideration/ Type of issue	Cumulative share capital	
			No. of shares	RM
30 June 2025	1,000,000	Cash/ Subscribers' shares	1,000,000	1,000,000

As at LPD, there are no outstanding warrants, options, convertible securities or uncalled capital in EIP Nexus. In addition, there were no discounts, special terms or instalment payment terms applicable to the payment of the consideration for the allotment.

15.2.2 EIP Thailand

EIP Thailand has a registered capital of THB5,000,000 comprising 50,000 ordinary shares with a par value of THB100 each. As at LPD, the issued share capital of EIP Thailand is THB5,000,000 comprising 50,000 ordinary shares at the issue price of THB100.00 each. The movements in its issued share capital since incorporation are as follows:

Date of allotment	No. of shares allotted	Consideration/ Type of issue	Cumulative share capital	
			No. of shares	THB
21 July 2025	10,000	Cash/ Subscribers' shares	10,000	250,000
6 March 2026	40,000	Cash/ Allotment of shares	50,000	(1)5,000,000

Note:

(1) Equivalent to RM606,880 based on BNM's exchange rate of THB100: RM12.1376 as at LPD.

As at LPD, there are no outstanding warrants, options, convertible securities or uncalled capital in EIP Thailand. In addition, there were no discounts, special terms or instalment payment terms applicable to the payment of the consideration for the allotment.

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15. STATUTORY AND OTHER INFORMATION *(Cont'd)*

15.3 CONSTITUTION

The following provisions relating to the selected matters are extracted from our Constitution. Terms defined in our Constitution shall have the same meanings when used here unless they are otherwise defined here or the context otherwise requires.

15.3.1 Remuneration, voting and borrowing powers of Directors

Remuneration of Directors

Clause 104 Remuneration

The fees and any benefits payable to the Directors shall be such fixed sum as shall from time to time be determined by an ordinary resolution of the Company and shall (unless such resolution otherwise provides) be divisible among the Directors as they may agree, or, failing agreement, equally, except that any Director who shall hold office for part only of the period in respect of which such fees are payable shall be entitled only to rank in such division for a proportion of the fees related to the period during which he has held office provided always that:

(a) fees payable to non-executive Directors shall be by a fixed sum, and not by a commission on or percentage of profits or turnover;

(b) salaries payable to executive Directors may not include a commission on or percentage of turnover;

(c) fees of directors, and any benefits payable to Directors shall not be increased except pursuant to a resolution passed at a general meeting, where notice of the proposed increase has been given in the notice convening the meeting; and

(d) any fee paid to an alternate Director shall be agreed upon between himself and the Director nominating him and shall be paid out of the remuneration of the latter.

Clause 105 Reimbursement and special remuneration

105.1 The Directors shall be entitled to be reimbursed for all travelling or such other reasonable expenses as may be incurred in attending and returning from meetings of the Directors or of any committee of the Directors or general meetings or otherwise howsoever in connection with or about the business of the Company in the course of the performance of their duties as Directors.

105.2 If by arrangement with the Directors, any Director shall perform or render any special duties or service's outside his ordinary duties as a Director in particular without limiting to the generality of the foregoing if any Director being willing shall be called upon to perform extra services or to make any special exertions in going or residing away from his usual place of business or residence for any of the purposes of the Company or in giving special attention to the business of the Company as a member of a committee of Directors, the Directors may pay him special remuneration, in addition to his Director's fees, and such special remuneration may be by way of a fixed sum, or otherwise as may be arranged subject to any other provision of the Constitution.

15. STATUTORY AND OTHER INFORMATION *(Cont'd)*

Power and duties of Directors

Clause 107 General power of Directors to manage Company's business

The business of the Company shall be managed by the Directors who may exercise all such powers of the Company as are not by the Act or by the Constitution required to be exercised by the Company in general meeting, subject nevertheless to any of the Constitution and the provisions of the Act, and to such regulations not being inconsistent with these Constitution or the provisions of the Act as may be prescribed by the Company in general meeting, but no regulations so made by the Company shall invalidate any prior act of the Directors which would have been valid if such regulation had not been made. The general powers given by this Clause shall not be limited or restricted by any special authority or power given to the Directors by this Constitution. Any sale or disposal by the Directors of a substantial portion of the Company's main undertaking or property shall be subject to the prior approval of shareholders in general meeting.

Clause 108 Approval of the Company required

The Directors shall not without the prior approval of the Company in general meeting:

(a) carry into effect any proposal or execute any transaction for the acquisition of an undertaking or property of a substantial value, or the disposal of a substantial portion of or a controlling interest in the Company's undertaking or property;

(b) exercise any power of the Company to issue shares unless otherwise permitted under the Act; or

(c) subject to Section 228 of the Act, enter into any arrangement or transaction with a Director or a director of the holding company or a subsidiary of the Company, or with a person connected with such a Director to acquire from or dispose to such a Director or person any non-cash assets of the requisite value.

Voting and Borrowings

Clause 109 Directors' borrowing powers

109.1 The Directors may exercise all the powers of the Company to borrow money and to mortgage or charge its undertakings, property and uncalled capital, or any part thereof, and to issue debentures and other securities whether outright or as security for any debt, liability or obligation of the Company or of any related third party provided always that nothing contained in the Constitution shall authorise the Directors to borrow any money or mortgage or charge any of the Company's undertaking, property or any uncalled capital or to issue debentures and other securities whether outright or as security for any debt, liability or obligation of an unrelated third party.

109.2 The Directors shall cause a proper register to be kept in accordance with Section 362 of the Act of all mortgages and charges specifically affecting the property of the Company and shall duly comply with the requirements of the Act in regard to the registration of mortgages and charges therein specified or otherwise.

15. STATUTORY AND OTHER INFORMATION *(Cont'd)*

109.3 If the Directors or any of them, or any other person, shall become personally liable for the payment of any sum primarily due from the Company, the Directors may execute or cause to be executed any mortgage, charge or security over or affecting the whole or any part of the assets of the Company by way of indemnity to secure the Directors or persons so becoming liable as aforesaid from any loss in respect of such liability.

Clause 110 Pensions

Subject to Section 227 of the Act, the Directors shall have power to pay and agree to pay pensions or other retirement, superannuation, death or disability benefits to any Director or ex-Director who may hold or have held any executive office or any office of profit under the Company or any subsidiary company, and for the purpose of providing any such pensions or other benefits, to contribute to any scheme or fund or to pay premiums unless the particulars with respect to the proposed payment including the amount, have been disclosed to the members of the Company and the resolution for the proposal has been approved by the members and when any such payment has been unlawfully made the amount received by the director shall be deemed to have been received by him in trust for the Company.

Clause 111 Directors' power to appoint attorney of the Company

The Directors may from time to time, and at any time, by power of attorney under the Seal, appoint any corporation, firm or person or body of persons, whether nominated directly or indirectly by the Directors to be the attorney or attorneys of the Company for such purposes and with such powers, authorities and discretion (including the power to sub-delegate but not exceeding those vested in or exercisable by the Directors under the Constitution) and for such period and subject to such conditions as the Directors may from time to time think fit, and any such power of attorney may contain such provisions for the protection or convenience of persons dealing with any such attorney as the Directors think fit.

Clause 112 Cheques, bills etc

All cheques, promissory notes, drafts, bills of exchange and other negotiable instruments and all receipt for money paid to the Company shall be signed, drawn, accepted, endorsed or otherwise executed, as the case may be, in such manner as the Directors may from time to time determine by resolution.

Clause 113 Right to hold other office under the Company

A Director may hold any other office or place of profit under the Company (other than the office of auditor) in conjunction with his office of Director for such period and on such terms (as to remuneration and otherwise) as the Directors may determine. No Director or intending Director shall be disqualified by his office from contracting with the Company with regard to his tenure of any such office or place of profit in any other respect nor shall any such contract, or any contract or arrangement entered into by or on behalf of any company in which any Director is in any way interested, be liable to be avoided, nor shall any Director so contracting or being so interested be liable to account to the Company for any profit realised by any such contract or arrangement by reason of such Director holding that office or of the fiduciary relation thereby established provided always that Sections 221 and 228 and all other relevant provisions of the Act and the Constitution are complied with.

15. STATUTORY AND OTHER INFORMATION *(Cont'd)*

Clause 114 Right to payment for professional services

Subject to Listing Requirements and approval from the Board, any Director may act by himself or his firm in a professional capacity for the Company, and he or his firm shall be entitled to remuneration for professional services as if he were not a Director, provided that nothing herein contained shall authorise a Director or his firm to act as auditor of the Company.

Clause 115 As to the duty and liability of the Director

A Director shall at all times act honestly and use reasonable diligence in the discharge of the duties of his office and shall not make use of any information acquired by virtue of his position to gain, directly or indirectly, an improper advantage for himself or for any other person or cause detriment to the Company.

Clause 116 General duty to make disclosure

Every Director shall give notice to the Company of such events and matters relating to himself as may be necessary or expedient to enable the Company and its officers to comply with the requirements of the Act.

Clause 125 Directors retained from voting in interested transactions

Every Director shall comply with the provisions of Sections 219 and 221 of the Act in connection with the disclosure of his shareholding and interest in any contract or proposed contract with the Company and in connection with the disclosure of the fact and the nature, character and extent of any office or possession of any property whereby whether directly or indirectly duties or interests might be created in conflict with his duty or interest as a Director of the Company.

15.3.2 Changes to share capital and variation of class rights

Clause 9 Purchase of own shares

Subject to the provisions of the Act and the Listing Requirements and the approval of the members and any other relevant authority, the Company shall have the power to purchase its own shares and to deal with the shares so purchased in the manner provided by the Act, the Listing Requirements and any other relevant authority.

Clause 51 Increase of share capital

The Company may from time to time, whether all the shares for the time being issued shall have been fully paid up or not, by ordinary resolution passed at the general meeting increase its share capital, such new capital to be of such amount and to be divided into shares of such rights to or be subject to such conditions or restriction in regard to dividend, return of capital or otherwise as the Company by the resolution authorising such increase directs, and if no direction to be given, as the Directors shall determine and in particular, but without prejudice to the rights attached to any preference shares that may have been issued, such new shares may be issued with a preferential or qualified right to dividends, and in the distribution of the assets of the Company and with a special or restricted or without any right of voting.

15. STATUTORY AND OTHER INFORMATION *(Cont'd)*

Clause 52 Issue of new shares to existing members

In accordance with Rule 7.08 of the Listing Requirements, subject to any direction to the contrary that may be given by the Company in general meeting, all new shares or other convertible securities shall, before issue, be offered to such persons as at the date of the offer are entitled to receive notices from the Company of general meetings in proportion as nearly as the circumstances admit, to the amount of the existing shares or securities to which they are entitled. The offer shall be made by notice specifying the number of shares or securities offered, and limiting a time within which the offer, if not accepted, will be deemed to be declined, and after the expiration of that time, or on the receipt of an intimation from the person to whom the offer is made that he declines to accept the shares or securities offered, the directors may dispose of those shares or securities in such manner as they think most beneficial to the company. The Directors may likewise also dispose of any new share or security which (by reason of the ratio which the new shares or securities bear to shares or securities held by persons entitled to an offer of new shares or securities) cannot, in the opinion of the Directors, be conveniently offered under the Constitution. For the avoidance of doubt, where the approval of Members is obtained in a general meeting for any issuance of shares or convertible securities, including approvals obtained under Sections 75 and 76 of the Act, such approval shall be deemed to be a direction to the contrary given in general meeting which will render the pre-emptive rights above waived. In any case and in respect of any issuance of shares or convertible securities, the application of pre-emptive rights of members is strictly as contained in the Constitution and accordingly, the provisions of Section 85 of the Act in respect of pre-emptive rights to new shares, shall not apply.

Clause 53 New Capital to be considered as part of the current share capital of the Company

Except so far as otherwise provided by the conditions of issues, any capital raised by the creation of new shares shall be considered as part of the original share capital of the Company, and such shares shall be subject to the same provisions contained in the Constitution with reference to the payment of calls, lien, transfer, transaction, forfeiture and otherwise as the original share capital and shall also be subject to the Rules.

Alteration of Capital

Clause 54

Subject to the provisions of the Act and the Listing Requirements, the Company may by ordinary resolution:

(a) consolidate and divide all or any of its share capital, such that the proportion between the amount paid and the amount, if any, unpaid on each subdivided share shall be the same as it was in the case of the share from which the subdivided share is derived;

(b) convert all or any of its issued shares into stock and reconvert that stock into fully-paid shares;

(c) subdivide its shares or any of its shares, such that whatever is in the subdivision, the proportion between the amount paid and the amount, if any, unpaid on each subdivided share shall be the same as it was in the case of the share from which the subdivided share is derived. Any resolution whereby any share is subdivided may determine that, as between the holders of shares resulting from such subdivision, 1 or more of such shares may have such preferred or other special rights over, or may be given any preference or advantage as regards distributions, including dividends, return of capital voting or otherwise over the other or others of such shares;

15. STATUTORY AND OTHER INFORMATION *(Cont'd)*

(d) increase its share capital by such sum to be divided into shares of such amount as the resolution may prescribe; or

(e) subject to the provisions of the Constitution and the Act, convert and/or reclassify any class of shares into another class of shares.

Clause 55

The Company may, subject to the provision of the Act, by special resolution reduce its share capital in any manner authorised by law.

Clause 18 Alteration of class rights

Whenever the capital of the Company is divided into different classes of shares or groups, the special rights attached to any class or group may subject to the provisions of the Constitution (unless otherwise provided by the terms of issue of the shares of the class), either with the consent in writing of the holders of three-quarters (3/4) or not less than 75% of the issued share capital of the class or group, or with the sanction of any special resolution passed at a separate general meeting of such holders (but not otherwise), be modified or abrogated, and may be so modified or abrogated either whilst the Company is a going concern or during or in contemplation of a winding up, and such writing or resolution shall be binding upon all the holders of shares of the class. To every such separate general meeting all the provisions of the Constitution relating to general meetings or to the proceedings thereat shall, mutatis mutandis, apply, except that the necessary quorum shall be two persons at least holding or representing by proxy (but so that if an adjourned meeting of such holders a quorum as above defined is not present those Members who are present shall be a quorum), that any holder of shares in the class present in person or by proxy may demand a poll and that the holders of shares of the class or group shall, on a poll, have one (1) vote in respect of every share of the class or group held by them respectively. To every such special resolution, the provisions of Section 292 of the Act, shall, with such adaptations as are necessary, apply.

Clause 19 Ranking of class rights

The special rights conferred upon the holders of the shares of any class with preferred or other preferential rights shall not, unless otherwise expressly provided by the terms of issue of the shares of that class, be deemed to be varied by the creation or issue of further shares ranking as regards participation in the profits or assets of the Company in some or in all respects pari-passu therewith but in no respect in priority thereto.

15.3.3 Transfer of securities

Clause 42 Transfer of securities

The transfer of any financial instrument that is traded through Bursa Securities ("**Listed Security**") or class of Listed Security in the Company shall be by way of book entry by the Depository in accordance with the Rules and notwithstanding Sections 105, 106 or 110 of the Act, subject to Section 148(2) of the Act and any exemption that may be made from compliance with Section 148(1) of the Act, the Company shall be precluded from registering and effecting any transfer of the Listed Security.

Clause 43 Transferor's right

The instrument of transfer of any share shall be executed by or on behalf of the transferor, and the transferor shall be deemed to remain the holder of the share until the name of the transferee is entered in the Record of Depositors in respect thereof.

15. STATUTORY AND OTHER INFORMATION *(Cont'd)*

Clause 44 Person under disability

No share shall in any circumstances be transferred to any infant, bankrupt or person of unsound mind.

15.3.4 Proceedings at general meeting

Clause 68 Special business

All business that is transacted at any extraordinary general meeting and also all business that is transacted at an annual general meeting shall be deemed special, with the exception of the receipts and consideration of the audited financial statements and audited group financial statements (if any) of the Company and the reports of the Directors and auditors and other documents required to be annexed to the financial statements, the election of Directors in the place of those retiring, and the appointment of, and the fixing of the remuneration of the auditors.

Clause 69 Quorum

No business shall be transacted at any general meeting unless a quorum is present at the time when the meeting proceeds, to business. For all purposes, two (2) members present in person or by proxy, or, in the case of corporations which are members, present by their representatives appointed pursuant to the provision of the Constitution and entitled to vote shall be a quorum.

Clause 74 Voting on resolution

74.1 Subject to any express requirement of the Listing Requirements, at any general meeting a resolution put to the vote of the meeting shall be determined by a show of hands of the members present in person or by proxy, unless a poll is demanded (before or upon the declaration of the result of a show of hands):

(a) by the Chairman of the meeting;

(b) by at least 5 members having right to vote at the meeting in person or by proxy;

(c) by any member or members present in person or by proxy representing not less than one-tenth (1/10) of the total voting rights of all the members having the right to vote at the meeting; or

(d) by a member or members present in person or by proxy and holding shares in the Company conferring a right to vote at the meeting, being shares on which an aggregate sum has been paid up equal to not less than one-tenth (1/10) of the total sum paid up on all the shares conferring that right.

Provided that no poll shall be demanded on the election of a chairman of a meeting or on any question of adjournment.

74.2 Unless a poll is duly demanded in accordance with the foregoing provisions, a declaration by the Chairman that a resolution has been carried or carried unanimously or by a particular majority or lost, and an entry to that effect in the minutes of the proceedings of the Company, shall be conclusive evidence of the fact, without proof of the number, proportion or validity of the votes, recorded in favour of or against such resolution.

15. STATUTORY AND OTHER INFORMATION *(Cont'd)*

Clause 82 (a) Members' vote

Subject to Clause 61 above and any rights or restrictions for the time being attached to any class or classes of shares, at meetings of members or classes of members, each member shall be entitled to be present and to vote at any general meeting of the Company either personally or by proxy or by attorney and to be reckoned in a quorum in respect of shares fully paid and in respect of partly paid shares where calls are not due and unpaid.

15.3.5 Minutes and registers

Clause 139 Minutes

The Directors shall cause minutes to be duly entered in books provided for the purpose:

(a) of all appointments of officers made by the Directors;

(b) of the names of all the Directors present at each meeting of the Directors and of any Committee of Directors and of the Company in general meeting;

(c) of all resolutions and proceedings of general meetings, of the holders of any class of shares in the Company and of meetings of the Directors and Committees of Directors; and

(d) of all orders made by the Directors and any Committee of Directors.

Such minutes shall be signed by the Chairman of the meeting at which the proceedings were held or by the Chairman of the next succeeding meeting and if so signed, shall be conclusive evidence without any further proof of the facts thereon stated.

Clause 140 Resolution passed at adjourned meeting

Where a resolution is passed at an adjourned meeting of the Board, the resolution shall, for all purposes, be treated as having been passed on the date on which it was in fact passed and shall not to be deemed to have been passed on any earlier date.

Clause 141 Register of Directors, managers and secretaries

The Company shall in accordance with the provisions of Section 57 of the Act, keep at the Office or such other place provided notice has been given to the Registrar of Companies, a register containing such particulars with respect to the Directors, managers and secretaries of the Company as are required by and shall from time to time notify the Registrar of Companies of any change in such register and of the date of such change in manner prescribed by that section.

Clause 142 Minutes books in registered office

The books containing the minutes of proceedings of any general meeting shall be kept by the Company at the Office or such other place provided notice has been given to the Registrar of Companies, and shall be open to the inspection of any member without charge.

15. STATUTORY AND OTHER INFORMATION *(Cont'd)*

Clause 143 Registers of shareholders, particulars of Directors' shareholdings

The Company shall also keep at the Office or such other place provided notice has been given to the Registrar of Companies, a register which shall be open to the inspection of any Member without charge and to any other person on payment of such prescribed fee as may be determined by the Company, all such matters required to be so registered under the Act, and in particular:

(a) a register of substantial shareholders and of information received in pursuance of the requirements under Sections 137 and 138 of the Act;

(b) a register of the particulars of each of the Directors' shareholdings and interests as required under Section 59 of the Act; and

(c) a register of mortgages and charges as required under Section 357 of the Act.

15.4 REPATRIATION OF CAPITAL AND REMITTANCE OF PROFITS

The relevant governmental laws, decrees, regulations, legislations and/ or other requirements in Thailand in relation to the repatriation of capital and the remittance of profit by or to our Group are set out below.

(a) Distribution of dividend to foreign shareholders of a limited company

With regard to the distribution of dividend, a Thai company must comply with, inter alia, the following provisions of the Thai Civil and Commercial Code:

(a) the distribution of dividend must be made in proportion to the amount paid upon each share;

(b) no dividend may be declared except by a resolution passed in the Thai company's general meeting. However, the directors of the Thai company from time to time pay the shareholders an interim dividend as appears to the directors to be justified by the profits of the Thai company;

(c) the Thai company must first appropriate to a reserve fund, at each distribution of dividend, at least 5% of the profits arising from the business of the Thai company, until the reserve fund reaches 10% of the registered capital of the Thai company;

(d) no dividend shall be paid otherwise than out of profits and if the Thai company has incurred losses, no dividend may be paid unless such losses have been made good; and

(e) the dividend payment shall be completed within 1 month from the date of the shareholders' meeting or the board of directors' resolution.

Failure of the above compliance by the Thai company in respect of dividend distribution will subject to a fine under Act Determining Offence Relating to Registered Partnership, Limited Partnership, Limited Company, Association, and Foundation B.E. 2499 (1956).

Notwithstanding the above, the Thai company shall also comply with the specific provisions in its Articles of Association describing the conditions on the distribution of dividend (if any), such as the fixed dividend amount or procedures of dividend payment, if those are not prohibited by the provisions of the Thai Civil and Commercial Code.

15. STATUTORY AND OTHER INFORMATION *(Cont'd)*

(b) Withholding tax and tax on remittance/ repatriation of profits

In Thailand, there is withholding tax on the distribution of dividends to the non-resident/foreign shareholder(s) abroad.

According to the Thai Revenue Code, the Thai company, upon payment of dividends to the non-resident/foreign shareholder, has the duty to withhold tax at the rate of 10% on the amount of such dividends paid and remit the same to the Revenue Department, unless otherwise subject to tax treaties signed between Malaysia and Thailand.

(c) Restriction on exchange control in relation to the repatriation of capital and remittance of dividends/profits for foreign shareholders

The foreign exchange control policies in Thailand are primarily governed by the Exchange Control Act B.E. 2485 (1942) and Ministerial Regulation No. 13 B.E. 2497 (1954), as well as subsequent Notifications of the Ministry of Finance and Notices of the Competent Officer. These laws and regulations govern certain foreign exchange transactions that require prior approval from the Bank of Thailand and must be conducted through authorised financial institutions.

Any remittance of funds into or out of Thailand, including repatriation of capital, profit remittance, loan repayments, or payment for services and goods, is subject to approval and/or reporting requirements. When instructing the bank to transfer funds or dividends overseas, the paying company or the transferor must declare the purpose of the transfer and provide relevant documents for verification, e.g. documents for dividend distribution and list of shareholders.

15.5 GENERAL INFORMATION

(a) Save for the dividends paid to our shareholders for FYE 2025 and from 1 January 2026 up to LPD, and Directors' and/ or Promoters' remuneration as disclosed in Sections 5.1.5, 5.2.4 and 5.3.5 respectively, no other amount or benefit has been paid or given within the past 2 years immediately preceding the date of this Prospectus, nor is it intended to be paid or given, to any of our Promoters, Directors or substantial shareholders.

(b) Save for the related party transactions as set out in Section 10.1, none of our Promoters, Directors, and/ or substantial shareholders have any interest, direct or indirect, in any contract or arrangement subsisting at the date of this Prospectus and which is significant in relation to the business of our Group.

(c) The manner in which copies of this Prospectus together with the official application forms and envelopes may be obtained and the details of the summarised procedures for application of our Shares are set out in Section 16.

(d) There is no limitation on the right to own securities including limitation on the right of non-residents or foreign shareholders to hold or exercise their voting rights on our Shares.

(e) Other than Thailand, our Group has not established any other place of business outside of Malaysia and is not subject to governmental laws, decrees, regulations or other legislations that may affect the repatriation of capital and remittance of profits by or to our Group. Please refer to Section 15.4 above for further information.

15. STATUTORY AND OTHER INFORMATION *(Cont'd)*

15.6 CONSENTS

(a) The written consents of our Adviser, Sponsor, Underwriter, Placement Agent, Solicitors, Share Registrar, Company Secretaries and Issuing House to the inclusion in this Prospectus of their names in the form and context in which such names appear have been given before the issue of this Prospectus and have not subsequently been withdrawn;

(b) The written consents of our Auditors and Reporting Accountants to the inclusion in this Prospectus of their names, Accountants' Report and report relating to the pro forma combined financial information in the form and context in which they are contained in this Prospectus have been given before the issue of this Prospectus and have not subsequently been withdrawn; and

(c) The written consent of our IMR to the inclusion in this Prospectus of its name and the IMR Report, in the form and context in which they are contained in this Prospectus have been given before the issue of this Prospectus and have not been subsequently withdrawn.

15.7 DOCUMENTS FOR INSPECTION

Copies of the following documents are available for inspection at the Registered Office of our Company during normal business hours for a period of 6 months from the date of this Prospectus:

(a) Our Constitution;

(b) Audited financial statements of our Company since date of incorporation up to 31 December 2025;

(c) Audited financial statements of EIPT for FYE 2022 to 2025;

(d) Audited financial statements of EIP Nexus and EIP Thailand since date of incorporation up to 31 December 2025;

(e) Accountants' Report as set out in Section 13;

(f) Reporting Accountants' Report relating to our pro forma combined statement of financial information as set out in Section 14;

(g) IMR Report as set out in Section 8;

(h) Material contracts as set out in Section 6.5; and

(i) Letters of consent as set out in Section 15.6.

15. STATUTORY AND OTHER INFORMATION *(Cont'd)*

15.8 RESPONSIBILITY STATEMENTS

Our Directors, Promoters and Selling Shareholders have seen and approved this Prospectus. They collectively and individually accept full responsibility for the accuracy of the information. Having made all reasonable enquiries, and to the best of their knowledge and belief, they confirm there is no false or misleading statement or other facts which if omitted, would make any statement in this Prospectus false or misleading.

M&A Securities acknowledges that, based on all available information, and to the best of its knowledge and belief, this Prospectus constitutes a full and true disclosure of all material facts concerning our IPO.

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16. SUMMARISED PROCEDURES FOR APPLICATION AND ACCEPTANCE

THIS SUMMARY OF PROCEDURES FOR APPLICATION AND ACCEPTANCE DOES NOT CONTAIN THE DETAILED PROCEDURES AND FULL TERMS AND CONDITIONS AND YOU CANNOT RELY ON THIS SUMMARY FOR PURPOSES OF ANY APPLICATION FOR OUR IPO SHARES. YOU MUST REFER TO THE DETAILED PROCEDURES AND TERMS AND CONDITIONS AS SET OUT IN THE "DETAILED PROCEDURES FOR APPLICATION AND ACCEPTANCE" ACCOMPANYING THE ELECTRONIC PROSPECTUS ON THE WEBSITE OF BURSA SECURITIES. YOU SHOULD ALSO CONTACT THE ISSUING HOUSE FOR FURTHER ENQUIRIES.

Unless otherwise defined, all words and expressions used here shall carry the same meaning as ascribed to them in our Prospectus.

Unless the context otherwise requires, words used in the singular include the plural, and vice versa.

16.1 OPENING AND CLOSING OF APPLICATION PERIOD

OPENING OF THE APPLICATION PERIOD: 10.00 A.M., 21 April 2026

CLOSING OF THE APPLICATION PERIOD: 5.00 P.M., 6 May 2026

In the event of any changes to the date or time for closing, we will advertise the notice of changes in a widely circulated daily English and Bahasa Malaysia newspaper in Malaysia, and make an announcement on Bursa Securities' website.

Late Applications will not be accepted.

16.2 METHODS OF APPLICATIONS

16.2.1 Retail Offering

Application must accord with our Prospectus and our Constitution. The submission of an Application Form does not mean that the Application will succeed.

Types of Application and category of investors	**Application Method**
Applications by Eligible Persons	Pink Application Form only
Application by the Entitled Shareholders of OCK	Blue Application Form or electronic subscription via Issuing House's digital platform namely Vistra Share Registry and IPO (MY) Portal ("**The Portal**") ("**e-Subscription**")
Applications by the Malaysian Public:	
(a) Individuals	White Application Form or Electronic Share Application or Internet Share Application
(b) Non-Individuals	White Application Form only

16. SUMMARISED PROCEDURES FOR APPLICATION AND ACCEPTANCE *(Cont'd)*

16.2.2 Placement

Types of Application	Application Method
Applications by selected investors	The Placement Agent will contact the selected investors directly. They should follow the Placement Agent's instructions
Applications by Bumiputera investors approved by MITI	MITI will contact the Bumiputera investors directly. They should follow MITI's instructions

Eligible Persons, Entitled Shareholders of OCK, selected investors and Bumiputera investors approved by MITI may still apply for our IPO Shares offered to the Malaysian Public using the White Application Form, Electronic Share Application or Internet Share Application.

16.3 ELIGIBILITY

16.3.1 General

You must have a CDS account and a correspondence address in Malaysia. If you do not have a CDS account, you may open a CDS account by contacting any of the ADAs set out in Section 12 of the Detailed Procedures for Application and Acceptance accompanying the electronic copy of our Prospectus on the website of Bursa Securities. **The CDS account must be in your own name. Invalid, nominee or third party CDS accounts will not be accepted for the Application**.

Only **ONE** Application Form for each category from each applicant will be considered and **APPLICATIONS MUST BE FOR AT LEAST 100 IPO SHARES OR MULTIPLES OF 100 IPO SHARES.**

MULTIPLE APPLICATIONS WILL NOT BE ACCEPTED UNLESS EXPRESSLY ALLOWED IN THESE TERMS AND CONDITIONS. AN APPLICANT WHO SUBMITS MULTIPLE APPLICATIONS IN HIS OWN NAME OR BY USING THE NAME OF OTHERS, WITH OR WITHOUT THEIR CONSENT, COMMITS AN OFFENCE UNDER SECTION 179 OF THE CMSA AND IF CONVICTED, MAY BE PUNISHED WITH A MINIMUM FINE OF RM1,000,000 AND A JAIL TERM OF UP TO 10 YEARS UNDER SECTION 182 OF THE CMSA.

AN APPLICANT IS NOT ALLOWED TO SUBMIT MULTIPLE APPLICATIONS IN THE SAME CATEGORY OF APPLICATION.

16.3.2 Application by Malaysian Public

You can only apply for our IPO Shares if you fulfill all of the following:

(a) You must be one of the following:

(i) a Malaysian citizen who is at least 18 years old as at the date of the application for our IPO Shares; or

(ii) a corporation/ institution incorporated in Malaysia with a majority of Malaysian citizens on your board of directors/ trustees and if you have a share capital, more than half of the issued share capital, excluding preference share capital, is held by Malaysian citizens; or

(iii) a superannuation, co-operative, foundation, provident, pension fund established or operating in Malaysia.

16. SUMMARISED PROCEDURES FOR APPLICATION AND ACCEPTANCE *(Cont'd)*

(b) You must not be a director or employee of the Issuing House or an immediate family member of a director or employee of the Issuing House; and

(c) You must submit Applications by using only one of the following methods:

(i) White Application Form; or

(ii) Electronic Share Application; or

(iii) Internet Share Application.

16.3.3 Application by Eligible Persons

The Eligible Persons will be provided with Pink Application Forms and letters from us detailing their respective allocation as well as detailed procedures on how to subscribe to the allocated IPO shares. Applicants must follow the notes and instructions in the said document and where relevant, in this Prospectus.

16.3.4 Application by Entitled Shareholders of OCK

Applications by the Entitled Shareholders of OCK for the IPO Shares which have been set aside for the Restricted Offering must be made on the Blue Application Form or by way of e-Subscription at https://srmy.vistra.com. The Entitled Shareholders of OCK must follow the notes and instructions in the said document as well as the cover letter accompanying the Blue Application Form and where relevant, in the Prospectus. The Entitled Shareholders of OCK are not precluded from making additional applications for the IPO Shares made available under the Malaysian Public category using the White Application Form.

14,000,000 IPO Shares are reserved for application by the Entitled Shareholders of OCK via the Restricted Offering, and shall be allocated in the following manner:

(i) each Entitled Shareholder of OCK who applies for at least 100 IPO Shares is guaranteed an allocation of 100 IPO Shares. This is to minimise the incidence of odd lots;

(ii) any such balance of IPO Shares after the allocation under item (i) above shall be allocated to the Entitled Shareholders of OCK who applied in excess of 100 IPO Shares on a pro rata basis and in board lot, computed based on their respective shareholdings in OCK as at the Entitlement Date; and

(iii) any such balance of IPO Shares after the allocation under item (ii) above shall be allocated to the Entitled Shareholders of OCK on a pro-rata basis and in board lot, computed based on the quantum of their respective IPO Shares under application.

In the event there are any balance IPO Shares under the Restricted Offering after the above sequence of processes (i) to (iii) of allocations are completed, any such balance of IPO Shares subsequently will be allocated in the processes set out in (ii) to (iii) above repeatedly until all IPO Shares under the Restricted Offering are allocated.

Nevertheless, our Board reserves the right to allot any balance IPO Shares applied for in such manner as our Board deems fit and expedient as well as in the best interest of our Company, subject always to such allocation being made on a fair and equitable basis and that the intention of our Board as set out above is achieved. Our Board also reserves the right to reject or accept any Application, in whole and in part, on a non-discriminatory basis without the need to give any reason.

16. SUMMARISED PROCEDURES FOR APPLICATION AND ACCEPTANCE *(Cont'd)*

Any fractional entitlements and odd lots arising from the Restricted Offering shall be disregarded and rounded down to the nearest board lot, and the aggregate of such fractions and such odd lots will be dealt with in such manner or on such terms as our Board may deem fit and expedient in the best interest of our Company.

As our Shares are prescribed securities, the Shares will be credited into the respective CDS accounts of the Entitled Shareholders of OCK. No physical share certificate will be issued, but the notice of allotment shall be despatched.

The entitlement of the Entitled Shareholders of OCK to participate in the Restricted Offering is non-renounceable and non-tradeable. The Restricted Offering does not preclude the Entitled Shareholders of OCK from making additional applications for the IPO Shares made available under the Malaysian Public category using the White Application Forms.

Excluded Shareholders are advised that they shall be solely responsible to seek their own advice as to the laws of any jurisdiction which they may be subject to. Participation in the Restricted Offering by any of the shareholders of OCK shall be based on their warranty to our Company, OCK or M&A Securities that they may lawfully so participate without our Company, M&A Securities, the Issuing House and/ or other advisers and experts being in breach of the laws of any jurisdiction other than the laws of Malaysia to which the Excluded Shareholders are or might be subject to. Excluded Shareholders will have no rights or claims whatsoever against us, Promoters, M&A Securities, any of their respective Directors or any other persons involved in the Restricted Offering in respect of their entitlement to apply for the IPO Shares under the Restricted Offering. We, the Promoters, M&A Securities, any of their respective Directors or any other persons involved in the Restricted Offering shall not accept any responsibility and liability in the event that any acceptance under the Restricted Offering is or becomes illegal, unenforceable, voidable or void or shall contravene the laws in such countries and jurisdictions.

The Prospectus will not be registered under any applicable securities legislation of any foreign jurisdiction. Accordingly, the Prospectus will not be sent to the Excluded Shareholders.

16.4 APPLICATION BY WAY OF APPLICATION FORMS

The Application Form must be completed in accordance with the notes and instructions contained in the respective category of the Application Form. Applications made on the incorrect type of Application Form or which do not conform **STRICTLY** to the terms of our Prospectus or the respective category of Application Form or notes and instructions or which are illegible will not be accepted.

The FULL amount payable is RM0.48 for each IPO Share.

Payment must be made out in favour of "**TIIH SHARE ISSUE ACCOUNT NO. 820**" and crossed "**A/C PAYEE ONLY**" and endorsed on the reverse side with your name and address.

Each completed Application Form, accompanied by the appropriate remittance and legible photocopy of the relevant documents may be submitted using one of the following methods:

(a) despatch by **ORDINARY POST** in the official envelopes provided, to the following address:

Tricor Investor & Issuing House Services Sdn Bhd
(Registration No. 197101000970 (11324-H))
Unit 32-01, Level 32, Tower A
Vertical Business Suite
Avenue 3, Bangsar South
No. 8, Jalan Kerinchi
59200 Kuala Lumpur

16. SUMMARISED PROCEDURES FOR APPLICATION AND ACCEPTANCE *(Cont'd)*

(b) **DELIVER BY HAND AND DEPOSIT** in the drop-in boxes provided at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur,

so as to arrive not later than 5.00 p.m. on 6 May 2026 or by such other time and date specified in any change to the date or time for closing.

We, together with the Issuing House, will not issue any acknowledgement of the receipt of your Application Forms or Application monies. Please direct all enquiries in respect of the White Application Form to the Issuing House.

16.5 APPLICATION BY WAY OF ELECTRONIC SHARE APPLICATIONS

Only Malaysian individuals may apply for our IPO Shares offered to the Malaysian Public by way of Electronic Share Application.

Electronic Share Applications may be made through the ATM of the following Participating Financial Institutions and their branches, namely, Affin Bank Berhad, Alliance Bank Malaysia Berhad, AmBank (M) Berhad, CIMB Bank Berhad, Malayan Banking Berhad, Public Bank Berhad and RHB Bank Berhad. A processing fee will be charged by the respective Participating Financial Institutions (unless waived) for each Electronic Share Application.

The exact procedures, terms and conditions for Electronic Share Application are set out on the ATM screens of the relevant Participating Financial Institutions.

16.6 APPLICATION BY WAY OF INTERNET SHARE APPLICATIONS

Only Malaysian individuals may use the Internet Share Application to apply for our IPO Shares offered to the Malaysian Public.

Internet Share Applications may be made through an internet financial services website of the Internet Participating Financial Institutions or Participating Securities Firms, namely, Affin Bank Berhad, Alliance Bank Malaysia Berhad, Malayan Banking Berhad, Public Bank Berhad, RHB Bank Berhad, CGS International Securities Malaysia Sdn Bhd, Hong Leong Investment Bank Berhad, iFast Capital Sdn Bhd, Kenanga Investment Bank Berhad, Malacca Securities Sdn Bhd, Moomoo Securities Malaysia Sdn Bhd, TA Securities Holdings Berhad and UOB Kay Hian (M) Sdn Bhd (formerly known as UOB Kay Hian Securities (M) Sdn Bhd). A processing fee will be charged by the respective Internet Participating Financial Institutions or Participating Securities Firms (unless waived) for each Internet Share Application.

The exact procedures, terms and conditions for Internet Share Application are set out on the internet financial services website of the respective Internet Participating Financial Institutions or Participating Securities Firms.

16.7 PROCEDURES FOR APPLICATION BY ENTITLED SHAREHOLDERS OF OCK

16.7.1 By way of Blue Application Form

The Entitled Shareholders of OCK can also be viewed or downloaded the Prospectus from Bursa Securities' website at www.bursamalaysia.com or OCK's website. The contents of the Electronic Prospectus and the copy of this Prospectus registered with Bursa Securities are the same.

16. SUMMARISED PROCEDURES FOR APPLICATION AND ACCEPTANCE *(Cont'd)*

However, the Entitled Shareholders of OCK may request for a copy of the printed Prospectus from the Issuing House or our Company or OCK at no cost and are given an option to have the printed Prospectuses despatched to them free of charge to their mailing address within 3 Market Days from the date of receipt of their request, or to obtain the printed Prospectuses from the following locations as stated below:

(i) our Company;

(ii) OCK; and

(iii) Issuing House.

Any delivery charges will be borne by our Company.

The Blue Application Form can be obtained from the Issuing House.

The FULL amount payable is RM0.48 for each IPO Share. Application and payment for the IPO Shares under the Restricted Offering must be made on the Blue Application Form issued together with the Prospectus and must be completed in accordance with the notes and instructions printed therein.

The completed Blue Application Form, together with the remittance in RM for the full amount payable in the form of Banker's Draft or Cashier's Order or Money Order or Postal Order drawn on a bank or post office in Malaysia and made out in favour of "**OCK RESTRICTED OFFER ACCOUNT**" and crossed "**A/C PAYEE ONLY**" and endorsed on the reverse side with the name, address and CDS account number of the applicant in block letters, must be received by our Issuing House no later than 5.00 p.m. on 6 May 2026, or by such other time and date specified in any change to the date or time for closing. Cheques or any other modes of payment will not be accepted and will be rejected.

Effective 1 January 2024, the Inland Revenue Board of Malaysia ("**IRBM**") has terminated the usage of revenue stamp as a stamping method at all IRBM stamping duty counters and district stamping offices.

In connection thereto, the application and payment of stamp duty for the Blue Form Application to be performed online via IRBM system namely Stamp Duty Assessment and Payment System ("**STAMPS**") at https://stamps.hasil.gov.my. The payment of stamp duty must be made via the FPX medium or Bill Payment (CIMB Bizz Channel/Public Bank) from the same link. The stamp certificate/ official receipt will be issued via STAMPS as a proof of payment of stamp duty.

The applicant must attach a copy of the stamp certificate to the Blue Form Application before submitting to the Issuing House.

Alternatively, you may submit the acceptance and payment for the Blue Application Form together with the stamp duty electronically via The Portal. Please refer to the procedures for acceptance and payment via e-subscription as stated below.

16. SUMMARISED PROCEDURES FOR APPLICATION AND ACCEPTANCE *(Cont'd)*

Each completed Blue Application Form must be accompanied by the appropriate remittance and legible photocopy of the relevant documents may be submitted using one of the following methods:

(i) despatch by **ORDINARY POST** in the official envelopes provided, to the following address:

Tricor Investor & Issuing House Services Sdn Bhd
(197101000970 (11324-H))

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

(ii) **DELIVER BY HAND AND DEPOSIT** in the drop-in boxes provided at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur,

So as to arrive no later than 5.00 p.m. on 6 May 2026, or by such other time and date specified in any change to the date or time for closing.

The Entitled Shareholders of OCK, who wish to apply for the IPO Shares which have been set aside for the Restricted Offering using the Blue Application Form may check their eligibility by referring to our Issuing House at the address stated above.

16.7.2 By way of e-Subscription

The Entitled Shareholders of OCK can have the option to subscribe the Restricted Offering through e-Subscription available from The Portal at https://srmy.vistra.com. The e-Subscription is available to all Entitled Shareholders of OCK including individuals, corporate or institutional shareholders.

Applications made by way of e-Subscription which do not conform **STRICTLY** to the terms of our Prospectus or notes and instructions will not be accepted. A processing fee of RM7.56 (inclusive of 8.0% SST) for individual shareholder and RM4.32 (inclusive of 8.0% SST) for corporate shareholder will be charged by the Issuing House for each CDS account subscribed for. The Entitled Shareholders of OCK will also need to pay a stamp duty of RM10.00 for each CDS account applied for the Restricted Offering. The Entitled Shareholders of OCK who wish to subscribe for the Restricted Offering by way of e-Subscription shall take note of the following:

(a) any e-Subscription received by the Issuing House after the Closing Date shall be regarded as null and void and of no legal effect unless our Board in its absolute discretion determines otherwise. Any e-Subscription, once received by the Issuing House, is irrevocable and shall be bound;

(b) The Entitled Shareholders of OCK who has registered with The Portal ("**Registered Entitled Shareholder(s)**") will receive notification to login to The Portal platform in respect of their shareholding in their CDS Account(s). Accordingly, for each CDS Account, the Registered Entitled Shareholder can choose to subscribe to the Restricted Offering which they are entitled to;

16. SUMMARISED PROCEDURES FOR APPLICATION AND ACCEPTANCE *(Cont'd)*

(c) the e-Subscription made must be in accordance with the procedures of submitting e-Subscription using The Portal, the terms and conditions of e-Subscription and the Prospectus. Any e-Subscription submitted that does not conform to the terms and conditions of The Portal and the Prospectus may not be accepted at the sole discretion of our Company. Our Company reserves the right at its absolute discretion to reject any e-Subscription which are incomplete or completed incorrectly;

(d) the minimum number of guaranteed IPO shares under the Restricted Offering is set out in the electronic Blue Application Form. The Registered Entitled Shareholders are required to indicate the number of excess IPO Shares they wish to apply in;

(e) the e-Subscription must be accompanied by remittance in RM which is to be made through online payment gateway or telegraphic transfer; and

(f) a handling fee is payable should the Registered Entitled Shareholder make the e-Subscription.

All Entitled Shareholders of OCK who wish to opt for e-Subscription, please read and follow the procedures set below:

(i) Sign up as a user of The Portal

(a) Visit The Portal at https://srmy.vistra.com.

(b) Click "Register", select either "Individual Holder" or "Representative of Corporate Holder" and complete the New User Registration Form.

(c) For guidance, you may refer to the tutorial guide available on the homepage.

(d) Once registration is completed, you will receive an email notification to verify your registered email address.

(e) Your registration will be reviewed and approved within 1 to 2 working days. A confirmation email will be sent once it is approved.

(f) Once you received the confirmation, activate your account by creating your password.

(g) You may login at any time using your registered email address and password.

Note: An email address is allowed to be used once to register as a new user account, and the same email address cannot be used to register another user account. If you are already a user of The Portal, you are not required to sign up again. If you are signing up to represent a Corporate Holder Account(s), please contact our Share Registrar for further details and requirements.

(ii) Procedures for e-Subscription

Individual Registered Entitled Shareholders

(a) Login to The Portal at https://srmy.vistra.com.

(b) Select the corporate exercise name: **OCK Restricted Offering**.

(c) Read and agree to the Terms & Conditions and confirm the Declaration.

16. SUMMARISED PROCEDURES FOR APPLICATION AND ACCEPTANCE *(Cont'd)*

(d) Preview the CDS Account entitlement details to the Restricted Offering.

(e) Select the relevant CDS Account and insert the number of minimum guaranteed IPO Shares to subscribe and the number of excess IPO Shares to apply (if applicable) in the electronic Blue Application Form.

(f) Review and confirm the number of IPO Shares which you are subscribing and the number of excess IPO Shares you are applying (if applicable) and the total amount payable for the Restricted Offering (if applicable).

(g) Review the remittance to the subscription of the Restricted Offering, handling fee of RM7.56 (inclusive of 8.0% SST) and stamp duty of RM10.00 for each CDS are included in the total amount payable.

(h) Proceed to pay via online payment gateway either through Maybank2U or any Financial Process Exchange (FPX) participating bank which you have an internet banking account.

(i) Upon completion of payment, go to "Submission History" to download/print the payment receipt and electronic Blue Application Form for record.

Corporation or Institutional Registered Entitled Shareholders

(a) Login to The Portal at https://srmy.vistra.com.

(b) Select the corporate exercise name: **OCK Restricted Offering**.

(c) Read and agree to the Terms & Conditions and Declaration.

(d) Proceed to download the "Electronic Blue Application Entitlement".

(e) Preview the respective CDS Account details and its entitlement.

(f) Arrange to pay for the remittance on the subscription of IPO Shares via telegraphic transfer into the Restricted Offering designated bank account as follows:

Account Name	:	**OCK RESTRICTED OFFER ACCOUNT**
Bank	:	Malayan Banking Berhad
Bank Account No.	:	514057961829

and arrange to pay handling fee of RM4.32 (inclusive of 8.0% SST) and stamp duty fee of RM10.00 for each CDS account into the Issuing House's bank account as follows:

Account Name:	:	**Tricor Investor & Issuing House Services Sdn Bhd**
Bank:	:	Malayan Banking Berhad
Bank Account No.:	:	514012025081

Note: The above two bank accounts are for payment to be made by Corporation or Institutional Registered Entitled Shareholders who are subscribing via The Portal.

(g) Once payment is completed, prepare the submission of the subscriptions by inserting the required information into the "Electronic Blue Application Entitlement" file and proceed to upload the duly completed file.

16. SUMMARISED PROCEDURES FOR APPLICATION AND ACCEPTANCE *(Cont'd)*

(h) Select "Confirm" to complete the submission.

(i) Go to 'Submission History' to download/print the confirmation report of the submission for record.

(iii) Terms and conditions for e-Subscription

The e-Subscription shall be made on and subject to the terms and conditions appearing herein:

(a) after login to The Portal, you are required to confirm and declare the following information given are true and correct:

(i) you have attained 18 years of age as at the last day for subscription and payment;

(ii) you have, prior to making the e-Subscription, received a printed copy of the Prospectus and/or have had access to the Prospectus from Bursa Securities' website at www.bursamalaysia.com, the contents of which you have read and understood;

(iii) you agree to all the terms and conditions for the e-Subscription as set out in the Prospectus and have carefully considered the risk factors as set out in the Prospectus, in addition to all other information contained in the Prospectus, before making the e-Subscription;

(b) you agree and undertake to subscribe for and to accept the number of IPO Shares and excess IPO Shares applied for as stated in the electronic Blue Application Form. Your confirmation of your subscription will signify, and will be treated as, your subscription of the number of IPO Shares that may be allotted to you;

(c) by making and completing your e-Subscription, you, if successful, request and authorise the Issuing House to credit the new shares allotted to you into your CDS Account;

(d) you acknowledge that your e-Subscription is subject to the risks of electrical, electronic, technical, transmission, communication and computer-related faults and breakdowns, fires and other events beyond the control of our Company or the Issuing House and irrevocably agree that if:

(i) our Company or the Issuing House does not receive your e-Subscription; or

(ii) data relating to your e-Subscription application is wholly or partially lost, corrupted or inaccessible, or not transmitted or communicated to the Issuing House, you will be deemed not to have made an e-Subscription and you may not make any claim whatsoever against our Company or the Issuing House for any compensation, loss or damage relating to the e-Subscription;

(e) you will ensure that your personal particulars recorded with The Portal and Bursa Depository are correct. Otherwise, your e-Subscription may be rejected; you must inform Bursa Depository promptly of any change in address failing which the notification on the outcome of your e-Subscription will be sent to your address last maintained with Bursa Depository;

16. SUMMARISED PROCEDURES FOR APPLICATION AND ACCEPTANCE *(Cont'd)*

(f) by making and completing an e-Subscription, you agree that:

(i) in consideration of our Company agreeing to allow and accept your e-Subscription for IPO Shares, your e-Subscription is irrevocable and cannot be subsequently withdrawn; and

(ii) the Issuing House will not be liable for any delays, failures or inaccuracies in the processing of data relating to your e-Subscription due to a breakdown or failure of transmission or communication facilities or to any cause beyond our control;

(g) the Issuing House, on the authority of our Company, reserves the right to reject applications which do not conform to these instructions; and

(h) notification on the outcome of your e-Subscription will be despatched to you by ordinary post to the address as shown in the record of depositors of OCK at your own risk within the timelines as follows:

(i) successful application - a notice of allotment will be despatched within 8 Market Days from the last day of the Application; or

(ii) unsuccessful/partially successful application – the full amount or the surplus application monies, as the case may be, will be refunded without interest within 10 Market Days from the date of the final ballot of the Application at your own risk.

The refund will be credited directly into your bank account if you have registered such bank account information with Bursa Depository for the purposes of cash dividend/ distribution. If you have not registered such bank account information with Bursa Depository the refund will be by issuance of cheque and sent by ordinary mail to your last address maintained with Bursa Depository at your own risk.

If acceptance of and payment for the Restricted Offering offered to you (whether in full or in part, as the case may be) are not received by the Issuing House by 5.00 p.m. on 6 May 2026, the IPO Shares will be deemed to have been declined and will be cancelled. Our Board will then have the right to allot any IPO Shares not validly taken up to applicants applying for the excess in the manner as set out in the Prospectus.

16.8 AUTHORITY OF OUR BOARD AND THE ISSUING HOUSE

The Issuing House, on the authority of our Board reserves the right to:

(a) reject Applications which:

(i) do not conform to the instructions of our Prospectus, Application Forms, Electronic Share Application and Internet Share Application (where applicable); or

(ii) are illegible, incomplete or inaccurate; or

(iii) are accompanied by an improperly drawn up or improper form of remittance; or

(b) reject or accept any Application, in whole or in part, on a non-discriminatory basis without the need to give any reason; and

16. SUMMARISED PROCEDURES FOR APPLICATION AND ACCEPTANCE *(Cont'd)*

(c) bank in all Application monies (including those from unsuccessful/ partially successful applicants) which would subsequently be refunded, where applicable (without interest), in accordance with Section 16.9 below.

If you are successful in your Application, our Board reserves the right to require you to appear in person at the registered office of the Issuing House at any time within 14 days of the date of the notice issued to you to ascertain that your Application is genuine and valid. Our Board shall not be responsible for any loss or non-receipt of the said notice nor will it be accountable for any expenses incurred or to be incurred by you for the purpose of complying with this provision.

16.9 OVER/ UNDER SUBSCRIPTION

In the event of over-subscription, the Issuing House will conduct a ballot in the manner approved by our Directors to determine the acceptance of Applications in a fair and equitable manner. In determining the manner of balloting, our Directors will consider the desirability of allotting and allocating our Issue Shares to a reasonable number of applicants for the purpose of broadening the shareholding base of our Company and establishing a liquid and adequate market for our Shares.

The basis of allocation of shares and the balloting results in connection therewith will be furnished by the issuing house to Bursa Securities, all major Bahasa Malaysia and English newspapers as well as posted on the issuing house's website at https://srmy.vistra.com within 1 market day after the balloting date.

Under the Listing Requirements, at least 25.0% of our enlarged share capital for which listing is sought must be in the hands of a minimum of 200 public shareholders, each holding not less than 100 Shares upon our admission to the ACE Market. We expect to meet the public shareholding requirement at the point of our Listing. If we fail to meet the said requirement, we may not be allowed to proceed with our Listing. In such an event, we will return in full, without interest, all monies paid in respect of all Applications. If any such monies are not repaid within 14 days after we become liable to do so, the provision of sub-section 243(2) of the CMSA shall apply accordingly.

In the event of an under-subscription of our Issue Shares by the Malaysian Public and/ or Eligible Persons, subject to the underwriting arrangements and reallocation as set out in Section 4.3.3, any of the abovementioned Issue Shares not applied for will then be subscribed by the Underwriter based on the terms of the Underwriting Agreement.

16.10 UNSUCCESSFUL/ PARTIALLY SUCCESSFUL APPLICANTS

If you are unsuccessful/ partially successful in your Application, your Application Monies (without interest) will be refunded to you in the following manner.

16.10.1 For applications by way of Application Forms

(a) The Application monies or the balance of it, as the case may be, will be returned to you through the self-addressed and stamped Official "A" envelope you provided by ordinary post (for fully unsuccessful applications) or by crediting into your bank account (the same bank account you have provided to Bursa Depository for the purposes of cash dividend/ distribution) or if you have not provided such bank account information to Bursa Depository, the balance of Application monies will be refunded via banker's draft sent by ordinary/ registered post to your last address maintained with Bursa Depository (for partially successful applications) within 10 Market Days from the date of the final ballot at your own risk.

16. SUMMARISED PROCEDURES FOR APPLICATION AND ACCEPTANCE *(Cont'd)*

(b) If your Application is rejected because you did not provide a CDS Account number, your Application monies will be refunded via banker's draft sent by ordinary/ registered post to your address as stated in the NRIC or any official valid temporary identity document issued by the relevant authorities from time to time or the authority card (if you are a member of the armed forces or police) at your own risk.

(c) A number of Applications will be reserved to replace any successfully balloted Applications that are subsequently rejected. The Application monies relating to these Applications which are subsequently rejected or unsuccessful or only partly successful will be refunded (without interest) by the Issuing House as per items (a) and (b) above (as the case may be).

(d) The Issuing House reserves the right to bank into its bank account all Application monies from unsuccessful applicants. These monies will be refunded (without interest) within 10 Market Days from the date of the final ballot by crediting into your bank account (the same bank account you have provided to Bursa Depository for the purposes of cash dividend/ distribution) or by issuance of banker's draft sent by ordinary/registered post to your last address maintained with Bursa Depository if you have not provided such bank account information to Bursa Depository or as per item (b) above (as the case may be).

16.10.2 For applications by way of Electronic Share Application and Internet Share Application

(a) The Issuing House shall inform the Participating Financial Institutions or Internet Participating Financial Institutions or Participating Securities Firms of the unsuccessful or partially successful Applications within 2 Market Days after the balloting date. The full amount of the Application monies or the balance of it will be credited without interest into your account with the Participating Financial Institutions or Internet Participating Financial Institutions (or arranged with the Authorised Financial Institutions) or Participating Securities Firms within 2 Market Days after the receipt of confirmation from the Issuing House.

(b) You may check your account on the 5th Market Day from the balloting date.

(c) A number of Applications will be reserved to replace any successfully balloted Applications that are subsequently rejected. The Application monies relating to these Applications which are subsequently rejected will be refunded (without interest) by the Issuing House by crediting into your account with the Participating Financial Institutions or Internet Participating Financial Institutions (or arranged with the Authorised Financial Institutions) or Participating Securities Firms not later than 10 Market Days from the date of the final ballot. For Applications that are held in reserve and which are subsequently unsuccessful or partially successful, the relevant Participating Financial Institutions or Participating Securities Firms will be informed of the unsuccessful or partially successful Applications within 2 Market Days after the final balloting date. The Participating Financial Institutions or Participating Securities Firms will credit the Application monies or any part thereof (without interest) within 2 Market Days after the receipt of confirmation from the Issuing House.

16.10.3 For applications by Entitled Shareholders of OCK by way of Blue Application Form

In respect of unsuccessful/partially successful application – the full amount or the surplus application monies, as the case may be, will be refunded without interest within 10 Market Days from the date of the final ballot of the Application.

16. SUMMARISED PROCEDURES FOR APPLICATION AND ACCEPTANCE *(Cont'd)*

The refund will be credited directly into your bank account if you have registered such bank account information to Bursa Depository for the purposes of cash dividend/distribution. If you have not registered such bank account information to Bursa Depository, the refund will be made by issuance of banker's draft and sent by ordinary mail to your last address maintained with Bursa Depository at your own risk.

16.11 SUCCESSFUL APPLICANTS

If you are successful in your application:

(a) Our IPO Shares allotted to you will be credited into your CDS Account.

(b) A notice of allotment will be despatched to you at your last address maintained with the Bursa Depository, at your own risk, before our Listing. This is your only acknowledgement of acceptance of your Application.

(c) In accordance with Section 14(1) of the SICDA, Bursa Securities has prescribed our Shares as Prescribed Securities. As such, our IPO Shares issued/ offered through our Prospectus will be deposited directly with Bursa Depository and any dealings in these Shares will be carried out in accordance with the SICDA and Rules of Bursa Depository.

(d) In accordance with Section 29 of the SICDA, all dealings in our Shares will be by book entries through CDS Accounts. No physical share certificates will be issued to you and you shall not be entitled to withdraw any deposited securities held jointly with Bursa Depository or its nominee as long as our Shares are listed on Bursa Securities.

16.12 ENQUIRIES

Enquiries in respect of the applications may be directed as follows:

Mode of application	Parties to direct the enquiries
Application Form	Issuing House Enquiry Services at telephone no. 03-2783 9299
Blue Application Form or e-Subscription	Share Registrar, Enquiry Services at telephone no. 03-2783 9299
Electronic Share Application	Participating Financial Institutions
Internet Share Application	Internet Participating Financial Institutions or Participating Securities Firms and Authorised Financial Institutions

The results of the allocation of IPO Shares derived from successful balloting will be made available to the public at the Issuing House website at https://srmy.vistra.com, **one Market Day** after the balloting date.

You may also check the status of your Application at the above website, **5 Market Days** after the balloting date or by calling your respective ADA during office hours at the telephone number as stated in the list of ADAs set out in Section 12 of the Detailed Procedures for Application and Acceptance accompanying the Electronic Prospectus on the website of Bursa Securities.