



# **SUPERLON®**

**SUPERLON HOLDINGS BERHAD**

Registration No.: 200601020659 (740412-X)



**ANNUAL REPORT**

# **SUPERLON** INSULATION TUBES

**SUPERLON** is Malaysia's leading manufacturer of high quality thermal insulation materials used mainly in the Heating, Ventilation, Air-conditioning and Refrigeration system of residential, commercial and industrial buildings. The company's thermal insulation products are used as vapour barrier for the prevention of condensation or frost formation on cooling systems, chilled water and refrigeration lines as well as heat loss reduction for hot water plumbing, heating and dual temperature piping.



## **VISION STATEMENT**

To contribute to the overall reduction of global energy consumption through the manufacturing of quality products, particularly in the area of thermal insulators.

## **MISSION STATEMENT**

To be recognised globally as a reliable and sustainable manufacturer of quality thermal insulators.

To build a global brand name in the thermal insulation industry.

To continuously be innovative in the application of elastomeric acrylonitrile butadiene rubber in other industries.

# TABLE OF CONTENTS

<b>CORPORATE</b>	
Chairman's Statement .....	<b>2</b>
Corporate Information .....	<b>3</b>
Group Structure.....	<b>4</b>
<b>PERSONNEL</b>	
Profile of Directors .....	<b>5</b>
Profile of Selected Key Management.....	<b>9</b>
<b>PERFORMANCE REVIEW</b>	
Financial Highlights.....	<b>10</b>
Management Discussion and Analysis .....	<b>11</b>
<b>GOVERNANCE</b>	
Corporate Governance Overview Statement.....	<b>17</b>
Audit and Risk Management Committee Statement.....	<b>25</b>
Statement of Risk Management and Internal Control.....	<b>28</b>
Sustainability Statement.....	<b>31</b>
<b>FINANCIALS</b>	
Financial Statements.....	<b>50</b>
List of Properties.....	<b>120</b>
<b>SHAREHOLDINGS</b>	
Analysis of Shareholdings.....	<b>121</b>
<b>ANNUAL GENERAL MEETING</b>	
Notice of Annual General Meeting & Statement	
Accompanying Notice of Annual General Meeting .....	<b>123</b>
Administrative Guide.....	<b>129</b>
Proxy Form.....	<b>Enclosed</b>

## 19th ANNUAL GENERAL MEETING

**TIME**

10.00 a.m.

**DATE**25 September 2025,  
Thursday**VENUE**Botanic Room,  
Botanic Resort Club,  
No.1, Jalan Ambang Botanic,  
Bandar Botanic, 41200 Klang,  
Selangor Darul EhsanThis Annual Report can be  
downloaded from  
[www.superlon.com.my](http://www.superlon.com.my)**Definitions:**

Except where the context otherwise requires, the following definitions shall apply throughout this Annual Report:

<b>ARMC</b> Audit & Risk Management Committee	<b>Bursa Securities</b> Bursa Malaysia Securities Berhad	<b>LR</b> Main Market Listing Requirements of Bursa Securities
<b>Act</b> The Companies Act 2016	<b>FYE</b> Financial year ended/ending 30 April	<b>Superlon or Company</b> Superlon Holdings Berhad
<b>AGM</b> Annual General Meeting	<b>HVAC&amp;R</b> Heating, ventilation, air-conditioning and refrigeration	<b>Superlon Group or Group</b> Superlon and its subsidiaries
<b>Board</b> Board of Directors of Superlon		

## CHAIRMAN'S STATEMENT

**Dear Valued Shareholders,**

On behalf of the Board of Superlon, it is my pleasure to present the Annual Report of the Superlon Group and of the Company for the FYE 30 April 2025 ("FYE 2025").

### FINANCE PERFORMANCE

Building on the achievements in previous years, Superlon Group has achieved a record-breaking revenue of RM135.6 million. Our revenue increased by RM17.4 million representing approximately 15% growth from RM118.2 million in FYE 30 April 2024 ("FYE 2024"). This new milestone is a testament to the untiring efforts of the management to break new grounds and resilience of our management in the face of challenging economic environment. Our growth was mainly driven by higher revenue contribution from our manufacturing division with stronger demand in both the export and local markets. On the back of higher revenue, our profit before tax grew to RM15.4 million in FYE 2025 from RM13.9 million in FYE 2024.

### ECONOMIC AND BUSINESS OVERVIEW

During the year, the global community sighed with relief as inflation that had been raging for the past few years finally showed signs of moderation. Nonetheless, geopolitical conflicts in Europe and Middle East coupled with changes in US trade policies that sought to rewrite the well-established rules for international trade practices, have heightened the level of uncertainty in the global economy. These forces have weakened the operating environment and compelled businesses worldwide to recalibrate their plans. On the local front, domestic demand remained resilient supported by growth in the Malaysian economy driven in part by the mushrooming of data centres as well as recovery of the property and construction sectors.

### DIVIDENDS

For the FYE 2025, the Company had in August 2024 and December 2024 paid interim single-tier dividends amounting to 2.75 sen (2024: 2.75 sen), which represents a payout ratio of approximately 35% of FYE 2025's profit attributable to the shareholders of the Company. The Board adopted a dividend policy to pay out at least 30% of its audited consolidated profit after taxation attributable to shareholders for each financial year, after excluding non-operating income that is capital in nature. This represents our commitment to our shareholders to participate in the profits of Superlon.

### PROSPECTS AND OUTLOOK

Bank Negara Malaysia reported that global economy is expected to be sustained in the second half of this year. This is supported by the positive labour market condition and moderating inflation. The monetary policy easing by the advanced economies will further support growth in the short-to-medium term. Global trade growth is expected to recover further, as global technology upcycle gains momentum. Growth of the Malaysian economy in the second half of the year is expected to be driven mainly by firm expansions in investment activity and resilient household spending, with larger support from exports recovery.

Superlon sees opportunities to expand our existing markets and develop new ones. We are strategically positioned to benefit from a shift in international focus towards enhancing trade with Southeast Asia countries.

Accordingly, the Group will continue to invest in its capacity and leverage on its strong financial position to navigate the evolving business landscape. We will continue to enhance our focus on the integration of sustainability initiatives into our businesses and operations. Superlon remains committed to deliver value to our stakeholders. Building upon our solid foundation, we are steadfast in harnessing our core strengths to drive sustainable enhancements in Superlon's operational and financial performance.

### APPRECIATION

The Board expresses its heartfelt gratitude to its dedicated management and staff for their untiring commitment towards attaining the continuing success, resilience and growth of the Group. A sincere note of appreciation to our valued customers, shareholders, government authorities, bankers, suppliers and business associates for their unwavering trust and support.

In addition, I take pleasure in thanking my fellow Board members for their dedication in discharging their duties in leading and guiding the Group.

The Board looks forward to scaling new heights with the continued support from all stakeholders.

**CHUN KWONG PONG**  
Non-Independent Non-Executive Chairman

## CORPORATE INFORMATION

### BOARD OF DIRECTORS

Non-Independent Non-Executive Chairman  
**CHUN KWONG PONG**

Managing Director and Chief Executive Officer  
**LIU LEE, HSIU-LIN** (Also known as Jessica Hsiu-Lin Liu)

Executive Directors

**LIU HAN-CHAO**  
**LIU JEREMY**  
**ONGI CHENG SAN**

Independent Non-Executive Directors

**LIN, PO-CHIH**  
**LIM WAI LOONG**  
**LEE MEI HSIANG**



#### AUDIT AND RISK MANAGEMENT COMMITTEE

*Chairman*  
Lee Mei Hsiang  
*Members*  
Lim Wai Loong  
Lin, Po-Chih

#### AUDITORS

Crowe Malaysia PLT  
201906000005  
(LLP0018817-LCA) & AF 1018  
Chartered Accountants  
Muar Office, 8 Jalan Pesta 1/1  
Taman Tun Dr. Ismail 1  
Jalan Bakri, 84000 Muar, Johor  
Tel : 606-952 4328  
Fax : 606-952 7328

#### NOMINATION COMMITTEE

*Chairman*  
Lin, Po-Chih  
*Members*  
Chun Kwong Pong  
Lee Mei Hsiang

#### SOLICITORS

Christina Chia Law Chambers  
Tricor Investor & Issuing House Services Sdn Bhd  
Unit 32-01, Level 32, Tower A  
Vertical Business Suite  
Avenue 3, Bangsar South  
No. 8 Jalan Kerinchi  
59200 Kuala Lumpur  
Tel : 603-2783 9299  
Fax : 603-2783 9222  
Email : is.enquiry@vistra.com

#### REMUNERATION COMMITTEE

*Chairman*  
Chun Kwong Pong  
*Members*  
Lim Wai Loong  
Lee Mei Hsiang

#### PRINCIPAL BANKERS

CIMB Bank Berhad  
Hong Leong Bank Berhad  
Malayan Banking Berhad  
Public Bank Berhad  
UOB Asset Management Berhad

#### COMPANY SECRETARY

Ng Mei Wan  
(MIA 28862)  
(SSM PC No. 201908000801)

#### STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia Securities Berhad  
Stock Name : SUPERLN  
Stock Code : 7235

#### REGISTERED OFFICE

3-2, 3<sup>rd</sup> Mile Square  
No. 151 Jalan Kelang Lama  
Batu 3½, 58100 Kuala Lumpur  
Tel : 603-7987 5300  
Fax : 603-7987 5200  
Email : fancos.general@fancos.com.my

#### PRINCIPAL PLACE OF BUSINESS

Lot 2567, Jalan Sungai Jati  
41200 Klang  
Selangor Darul Ehsan  
Tel : 603-3382 1688  
Fax : 603-3381 5788  
Website : www.superlon.com.my

Shareholders, investors and members of the public are invited to access the Company's website at [www.superlon.com.my](http://www.superlon.com.my) or Bursa's website for announcements made at [www.bursamalaysia.com](http://www.bursamalaysia.com) for information on the Group's operations and latest developments. For further details, please contact the following via [corporate@superlon.com.my](mailto:corporate@superlon.com.my):

INVESTOR RELATIONS

**Mr Liu Han-Chao**  
Executive Director

**Mr Lin, Po-Chih**  
Independent Non-Executive Director

**GROUP  
STRUCTURE****SUPERLON®****SUPERLON HOLDINGS BERHAD**

Registration No.: 200601020659 (740412-X)  
Investment holding and provision of management services

**100%****SUPERLON WORLDWIDE SDN BHD**

Design, test and manufacture of thermal insulation materials mainly for the HVAC&R industry; and trading of HVAC&R parts and equipments

**100%****SUPERLON SOLUTIONS SDN BHD**

Trading of thermal insulation materials and HVAC&R parts and equipments

**100%****SUPERLON SINGAPORE PRIVATE LIMITED**

Investment holding company

**100%****SUPERLON VIETNAM COMPANY LIMITED**

Design, test and manufacture of thermal insulation materials mainly for the HVAC&R industry; and trading of HVAC&R parts and equipments

**100%****ACOUSTEC CONCEPT SDN BHD**

Dormant

**100%****ACR PRO PTY LTD**

Dormant

## PROFILE OF DIRECTORS

### **CHUN KWONG PONG**

Non-Independent Non-Executive Chairman

- Malaysian 53 Male
- **Date of Appointment:** 24 October 2007

**Chun Kwong Pong**, male, a Malaysian aged 53, was appointed to the Board on 24 October 2007 and was re-designated as Non-Independent Non-Executive Chairman on 12 July 2019.

He graduated from Monash University, Australia with a Bachelor of Business (Accounting) and is a Chartered Accountant registered with the Malaysian Institute of Accountants and a Certified Practising Accountant with CPA Australia. He is currently a Director of cfSolutions Sdn Bhd, a corporate finance advisory company licensed under the Capital Market and Services Act, 2007.

He was formerly with a property development company listed on the Main Market of Bursa Malaysia Securities Berhad from 2000 to 2005 and last held the position of General Manager, Corporate Planning. From 1997 to 2000, he worked with the Corporate Finance Department in an investment bank where he handled flotations, restructurings, fund raising as well as mergers and acquisitions. Prior to that, he was with Ernst & Young where he has audited companies from a spectrum of industries.

Chun Kwong Pong does not hold any directorship in any other public companies.

He does not have any family relationship with any of the Directors and/or major shareholders of the Company. He has no material conflict of interest with the Group other than that which has been disclosed to the Board of Directors. He has not been convicted of any offences within the past 5 years and has not been imposed any public sanctions or penalty by the relevant regulatory bodies during the financial year. The interests of directors in the Company are disclosed in Directors' Shareholdings on page 121 of this Annual Report.

### **LIU LEE, HSIU-LIN** (ALSO KNOWN AS JESSICA HSIU-LIN LIU)

Managing Director and Chief Executive Officer

- Taiwanese & Australian 68 Female
- **Date of Appointment:** 31 January 2007

**Liu Lee, Hsiu-Lin**, female, a Taiwanese & Australian aged 68, was appointed to the Board on 31 January 2007. She graduated from Ming Chuan Commercial and Management College, a local college in Taiwan with a Secretarial Science and Management degree qualification in 1978.

In 1983, she co-founded TransAsia Rubber Industrial Co Ltd, a Taiwanese company principally involved in the manufacturing of rubber thermal insulation products and she was a Director and shareholder of the company from 1983 to 1997. In 1992, she founded Villa Mutiara Sdn Bhd manufacturing rubber insulation and the company's name was subsequently changed to Superlon Worldwide Sdn Bhd.

Liu Lee, Hsiu-Lin has more than 42 years working experience in the rubber thermal insulation industry and has to date accumulated in-depth knowledge in management skills and the business of the thermal insulation industry.

Liu Lee, Hsiu-Lin does not hold any directorship in any other public companies.

Apart from her sons, Liu Han-Chao and Liu Jeremy, who are also the Executive Directors and major shareholders of the Company, she does not have any family relationship with any of the Directors and/or major shareholders of the Company. She is a major shareholder of the Company. She has no material conflict of interest with the Group other than that which has been disclosed to the Board of Directors. She has not been convicted of any offences within the past 5 years and has not been imposed any public sanctions or penalty by the relevant regulatory bodies during the financial year. The interests of directors in the Company are disclosed in Directors' Shareholdings on page 121 of this Annual Report.

## PROFILE OF DIRECTORS (CONT'D)

### **LIU HAN-CHAO**

Executive Director

- Australian 43 Male
- **Date of Appointment:** 6 November 2007

**Liu Han-Chao**, male, an Australian aged 43, was appointed to the Board on 6 November 2007. He graduated with a Diploma in Business major in Marketing and a Bachelor of Business degree with double major in Management and Marketing from Queensland University of Technology, Australia in 2005. He joined the Superlon group in November 2005 as Sales and Marketing Manager of Superlon Worldwide Sdn Bhd. He was subsequently appointed to the position of Senior Manager in January 2007.

Currently, Liu Han-Chao is the head of the Marketing Department where he is responsible for formulating marketing and business strategies for new markets, implementing marketing and business strategies and developing marketing programmes to measure and forecast market demand within the Superlon Group.

Liu Han-Chao does not hold any directorship in any other public companies.

Apart from his mother, Liu Lee, Hsiu-Lin (also known as Jessica Hsiu-Lin Liu) and his brother, Liu Jeremy, who are Directors and major shareholders of the Company, he does not have any family relationship with any of the Directors and/or major shareholders of the Company. He has no material conflict of interest with the Group other than that which has been disclosed to the Board of Directors. He has not been convicted of any offences within the past 5 years and has not been imposed any public sanctions or penalty by the relevant regulatory bodies during the financial year. The interests of directors in the Company are disclosed in Directors' Shareholdings on page 121 of this Annual Report.

### **LIU JEREMY**

Executive Director

- Australian 39 Male
- **Date of Appointment:** 15 December 2017

**Liu Jeremy**, male, an Australian aged 39, was appointed to the Board on 15 December 2017. He graduated with a Bachelor of Business degree and a Master degree in Business from Queensland University of Technology, Australia in 2009.

After graduating in 2009, Liu Jeremy worked in the Group since February 2010 as Assistant Research and Development Manager. He was promoted to Production Development and Technical Manager to oversee the production development and technical areas in 2014. Since January 2015, he was appointed as the Division Director and now oversees the production development and technical matters, factory management as well as product research and development.

Liu Jeremy does not hold any directorship in any other public companies.

Apart from his mother, Liu Lee, Hsiu-Lin (also known as Jessica Hsiu-Lin Liu) and his brother, Liu Han-Chao who are Directors and major shareholders of the company, he does not have any family relationship with any of the Directors and/or major shareholders of the Company. He has no material conflict of interest with the Group other than that which has been disclosed to the Board of Directors. He has not been convicted of any offences within the past 5 years and has not been imposed any public sanctions or penalty by the relevant regulatory bodies during the financial year. The interests of directors in the Company are disclosed in Directors' Shareholdings on page 121 of this Annual Report.

## PROFILE OF DIRECTORS (CONT'D)

### **ONGI CHENG SAN**

Executive Director

- Malaysian 54 Male
- **Date of Appointment:** 25 March 2010

**Ongi Cheng San**, male, a Malaysian aged 54, was appointed to the Board on 25 March 2010. He is a member of the Association of Chartered Certified Accountants, UK and a Chartered Accountant registered with the Malaysian Institute of Accountants.

Ongi Cheng San has over 32 years of working experience in finance and accounting. He was appointed as Accountant in Superlon Worldwide Sdn Bhd in 2003 and prior to his appointment as Executive Director, he was the Chief Accountant who is responsible for corporate, finance, accounting, secretarial, taxation and audit matters of the Group.

Prior to joining the Group, he has been working for listed and unlisted companies involved in automotive parts, securities trading and construction.

Ongi Cheng San does not hold any directorship in any other public companies.

He does not have any family relationship with any of the Directors and/or major shareholders of the Company. He has no material conflict of interest with the Group other than that which has been disclosed to the Board of Directors. He has not been convicted of any offences within the past 5 years and has not been imposed any public sanctions or penalty by the relevant regulatory bodies during the financial year. The interests of directors in the Company are disclosed in Directors' Shareholdings on page 121 of this Annual Report.

### **LIM WAI LOONG**

Independent Non-Executive Director

- Malaysian 49 Male
- **Date of Appointment:** 15 December 2017

**Lim Wai Loong**, male, a Malaysian aged 49, was appointed to the Board on 15 December 2017. Lim Wai Loong graduated from Tunku Abdul Rahman University College, Malaysia in 2000 with an Advanced Diploma in Mechanical and Manufacturing Engineering. Subsequently, he graduated from University of Warwick, United Kingdom in 2002 with a MSc Degree in Manufacturing Systems Engineering. He is a Certified Financial Planner registered with the Malaysian Financial Planning Council and a certified Human Resource Development Corporation trainer.

He is the founder and CEO (Executive Director) of P10 Holdings Sdn Bhd, a fintech and insurance technology company which focuses on providing financial planning and wealth management solutions for financial services and businesses in the ASEAN region. He worked as Account Manager at Lotus Engineering Malaysia from 2002 to 2006 and subsequently joined Frost & Sullivan Management Consultancy as Key Account Manager from 2006 to 2008, where he was responsible for international business, strategic planning and negotiation.

Lim Wai Loong does not hold any directorship in any other public companies.

He does not have any family relationship with any of the Directors and/or major shareholders of the Company. He has no material conflict of interest with the Group other than that which has been disclosed to the Board of Directors. He has not been convicted of any offences within the past 5 years and has not been imposed any public sanctions or penalty by the relevant regulatory bodies during the financial year. The interests of directors in the Company are disclosed in Directors' Shareholdings on page 121 of this Annual Report.

## PROFILE OF DIRECTORS (CONT'D)

### **LIN, PO-CHIH**

Independent Non-Executive Director

- Taiwanese 47 Male
- **Date of Appointment:** 15 December 2017

**Lin, Po-Chih**, male, a Taiwanese aged 47, was appointed to the Board on 15 December 2017. Lin, Po-Chih graduated with a degree in Mass Communication and a Master degree in Mass Communication from University of Central Missouri, United States in 2003. Currently, he is a director of Chao Fu Marketing Sdn Bhd since 2010.

He joined a listed property development company from 2003 to 2008 where he worked in the Corporate Affairs department. Subsequently, he joined a manufacturing company in 2008 where he was responsible for various business functions including accounting, finance, production, sales and information technology until 2017. During his stay, he also handled the mergers and acquisition undertaken by the company.

Lin, Po-Chih does not hold any directorship in any other public companies.

He does not have any family relationship with any of the Directors and/or major shareholders of the Company. He has no material conflict of interest with the Group other than that which has been disclosed to the Board of Directors. He has not been convicted of any offences within the past 5 years and has not been imposed any public sanctions or penalty by the relevant regulatory bodies during the financial year. The interests of directors in the Company are disclosed in Directors' Shareholdings on page 121 of this Annual Report.

### **LEE MEI HSIANG**

Independent Non-Executive Director

- Malaysian 53 Female
- **Date of Appointment:** 20 July 2023

**Lee Mei Hsiang**, female, a Malaysian aged 53, was appointed to the Board on 20 July 2023. She is a Chartered Accountant registered with the Malaysian Institute of Accountants and a Certified Practising Accountant with CPA Australia. She graduated with a Bachelor of Business (Accounting) degree from Royal Melbourne Institute of Technology, Australia in 1996 and a Master of Business Administration in Marketing degree from Charles Sturt University, Australia in 2004.

Lee Mei Hsiang has more than 26 years of business experience including accounting and finance. She is currently a director and the Finance Manager of a property management company where she supervises the finance department and is responsible for the preparation of financial reports, financial forecasts and budgeting as well as the review and implementation of internal control policies.

Prior to joining the property management company in 1999, she was with one of the Big 4 Accounting Firms where she practised in the areas of audit and accounting from 1996 to 1999.

Lee Mei Hsiang does not hold any directorship in any other public companies.

She does not have any family relationship with any of the Directors and/or major shareholders of the Company. She has no material conflict of interest with the Group other than that which has been disclosed to the Board of Directors. She has not been convicted of any offences within the past 5 years and has not been imposed any public sanctions or penalty by the relevant regulatory bodies during the financial year. The interests of directors in the Company are disclosed in Directors' Shareholdings on page 121 of this Annual Report.

## PROFILE OF SELECTED KEY MANAGEMENT

Madam Liu Lee, Hsiu-Lin, Mr Liu Han-Chao, Mr Liu Jeremy and Mr Ongi Cheng San are also the key senior management of the Superlon Group. In addition, the profile of other key senior management during the FYE 2025 are as follows:-

### **KEE LAI TIN**

**Kee Lai Tin**, female, a Malaysian aged 47, is Assistant General Manager for Superlon Worldwide Sdn Bhd. She has obtained a Diploma in Hotel, Catering & Tourism Management from London College of Management in 1999.

Kee Lai Tin has worked in various companies involved in consumer product industries prior to joining Superlon Group as Purchasing Executive in 2008. She was promoted to Purchasing Manager in 2015 to oversee the procurement of the materials, packaging, machinery and other factory equipment for the Group. She assumed the position of Assistant General Manager in 2025 and now oversees the production process and development, factory management as well as office administration of Malaysia operations.

Assistant General Manager

- Malaysian 47 Female

Kee Lai Tin does not hold any directorship in any other public companies.

She does not have any family relationship with any of the Directors and/or major shareholders of the Company. She has no material conflict of interest with the Group other than that which has been disclosed to the Board of Directors. She has not been convicted of any offences within the past 5 years and has not been imposed any public sanctions or penalty by the relevant regulatory bodies during the financial year. She does not have any interest in the shares of the Company and its related corporations.

### **FU SHIH-KANG**

**Fu Shih-Kang**, male, Taiwanese aged 45, is Production Manager for Superlon Worldwide Sdn Bhd. He holds a Bachelor's degree from Yuanpei University of Medical Technology.

Fu Shih-Kang worked in a chemical manufacturing company in Taiwan for three years until 2010 as Chemical Engineer & Formulation Manager. He joined the Superlon Group as Assistant Research & Development ("R&D") Manager. He was promoted to R&D Manager to oversee the production development and product research and development. In January 2015, he was appointed as Production Manager. He now oversees the factory management, production as well as product research and development.

Production Manager

- Taiwanese 45 Male

Fu Shih-Kang does not hold any directorship in any other public companies.

He does not have any family relationship with any of the Directors and/or major shareholders of the Company. He has no material conflict of interest with the Group other than that which has been disclosed to the Board of Directors. He has not been convicted of any offences within the past 5 years and has not been imposed any public sanctions or penalty by the relevant regulatory bodies during the financial year. He does not have any interest in the shares of the Company and its related corporations.

### **SOON CHONG SEIN**

**Soon Chong Sein**, male, a Malaysian aged 51, is Maintenance Manager for Superlon Worldwide Sdn Bhd.

Soon Chong Sein has been working for Superlon Group as Production Supervisor since 1993 and has more than 30 years' experience in the production process of Superlon Group. He was promoted to Assistant Production Manager in 2000 and subsequent to Production Manager in 2008. In 2017, he was re-designated as Maintenance Manager to oversee the operation and maintenance of the machinery and other factory equipment for the Group.

Maintenance Manager

- Malaysian 51 Male

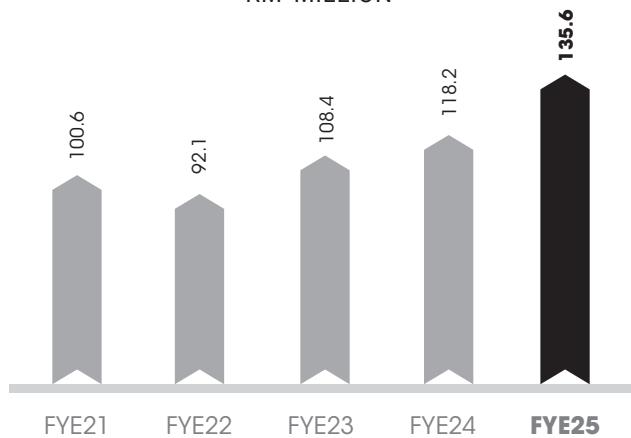
Soon Chong Sein does not hold any directorship in any other public companies.

He does not have any family relationship with any of the Directors and/or major shareholders of the Company. He has no material conflict of interest with the Group other than that which has been disclosed to the Board of Directors. He has not been convicted of any offences within the past 5 years and has not been imposed any public sanctions or penalty by the relevant regulatory bodies during the financial year. He does not have any interest in the shares of the Company and its related corporations.

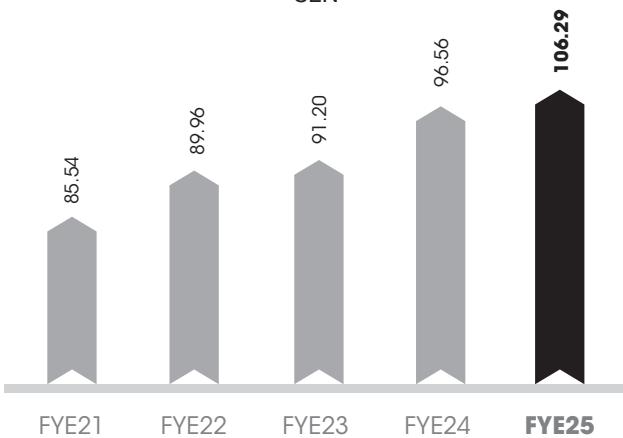
## FINANCIAL HIGHLIGHTS

FOR THE FINANCIAL YEARS ENDED 30 APRIL 2021 TO 2025

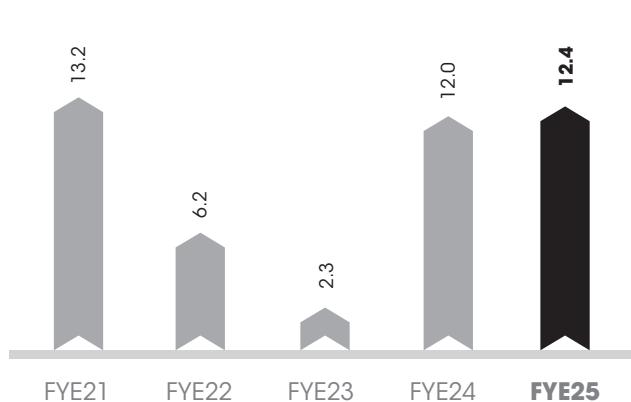
**REVENUE**  
RM' MILLION



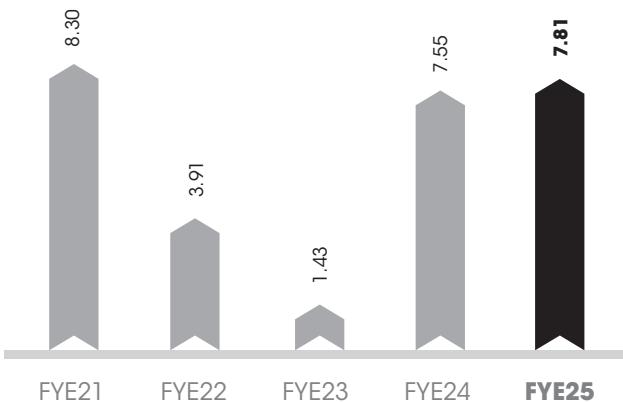
**NET ASSETS PER SHARE**  
SEN



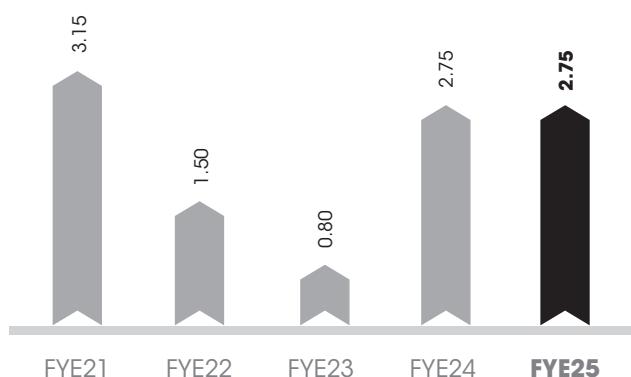
**PROFIT ATTRIBUTABLE  
TO OWNERS OF THE COMPANY**  
RM' MILLION



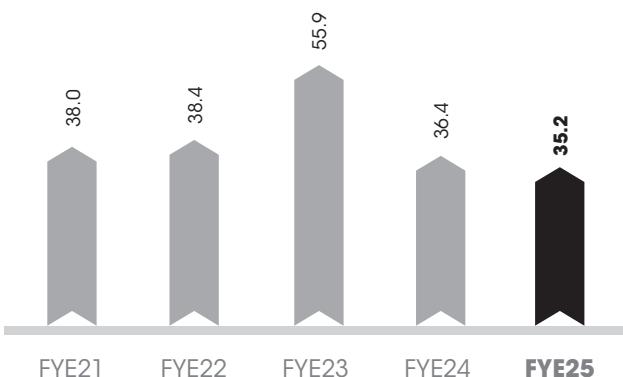
**EARNINGS PER SHARE**  
SEN



**DIVIDEND PER SHARE**  
SEN



**DIVIDEND PAYOUT RATIO**  
PERCENTAGE (%)



# MANAGEMENT DISCUSSION AND ANALYSIS

## 1. OBJECTIVES AND STRATEGIES FOR KEY BUSINESSES AND OPERATIONS

### 1.1. Overview of Principal Activities

Superlon manufactures thermal insulation products from its strategically located factories in Selangor, Malaysia as well as Ho Chi Minh City and Hung Yen, Vietnam. Our products are sold worldwide, including in Malaysia and across multiple countries in Africa, Asia, Europe, Americas and Oceania.

Our primary business segments are as follows:

#### i) Insulation materials

We have built a track record of over thirty-two (32) years of manufacturing nitrile butadiene rubber ("NBR") foam insulation products. Our NBR foam products are adopted primarily to insulate HVAC&R systems, reduce vibration, sound and corrosion. The NBR foam technology can be applied to manufacture sports mats, grips and sound insulation products.



#### ii) Trading of parts and equipment

We engage in the trading of HVAC&R parts and equipment that complement our insulation product range.

### 1.2. Focus and Strategies

#### Our mission



To be recognised globally as a reliable and sustainable manufacturer of quality thermal insulators



To build a global brand name in the thermal insulation industry



To continuously be innovative in the application of elastomeric acrylonitrile butadiene rubber in other industries

Superlon's products are marketed worldwide, supported by a diverse customer base across seventy (70) countries. Aligned with our mission, we remain committed to exploring new international markets while strengthening Superlon's position as a dominant domestic player in pursuit of an augmented market share.

Our business priorities will continue to focus on the following:-

- research and development to further enhance our production process and product quality;
- grow our global footprint and enhance our visibility as well as distribution network; and
- provide our customers with faster response, better support and superior services to enhance the customer experience.

We are confident that these core areas will serve as key drivers of demand for our products.

## MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

### 1. OBJECTIVES AND STRATEGIES FOR KEY BUSINESSES AND OPERATIONS (CONT'D)

#### 1.3. International Recognition

Our research and development initiatives empower us to comply with the stringent standards established by international organisations and jurisdictions where our products are marketed. The consistency and reliability of our products are globally recognised. To underscore our commitment to management systems and product quality, Superlon has secured international certifications including:-

- ISO 9001: 2015 – International Quality Management System Standard
- ISO 14001: 2015 – Environmental Management System Standard
- FM Approvals Class: 4924
- TÜV SÜD PSB
- Sirim QAS International
- Singapore green building product certificates
- Korean standard specification for elastomeric foam thermal insulation material
- Certificate of product conformity with 2023 Al Sa'fat Dubai Green Building Evaluation System
- UL 2818 - 2022 Gold Standard for chemical emissions for building materials, finishes and furnishings
- UL 2818 - 2022 Standard for chemical emissions for building materials, finishes and furnishings
- UL 94 Standard for tests for flammability of plastic materials for parts in devices and appliances
- Certificate of Approval from Jabatan Bomba and Penyelamat Malaysia

### 2. GROUP FINANCIAL PERFORMANCE

Backed by strong leadership from our Board and unwavering commitment of our management and employees, our Group delivered steady growth across several performance indicators. A comparison of our Group's financial performance for FYE 2025 against the preceding financial year is summarised as follows:-

Group	FYE 2024 RM'000	FYE 2025 RM'000	Variance %
<u>Financial Results</u>			
Revenue	118,174	135,577	14.7
Gross profit	32,351	35,081	8.4
Other income	2,528	2,391	(5.4)
Profit before tax	13,880	15,352	10.6
Profit for the year	11,989	12,383	3.3
<u>Financial Position</u>			
Property, plant and equipment	93,854	99,967	6.5
Short-term investment, deposits, cash and bank balances	56,973	60,728	6.6
Loans and borrowings	27,402	23,144	(15.5)
Equity attributable to shareholders	153,144	168,570	10.1
<u>Financial Ratios</u>			
Gross profit margin (%)	27	26	(1 pp)
Net profit margin (%)	10	9	(1 pp)
Net gearing ratio (times) <sup>1</sup>	–	–	–
Net assets per share (sen) <sup>2</sup>	96.56	106.29	9.73 sen
Basic earnings per share (sen) <sup>2</sup>	7.55	7.81	0.26 sen

Notes:-

<sup>1</sup> Being total group loans and borrowings (net of short-term investment, deposits, cash and bank balances)/ total group equity

<sup>2</sup> Based on the weighted average number of ordinary shares of our Company

pp percentage point

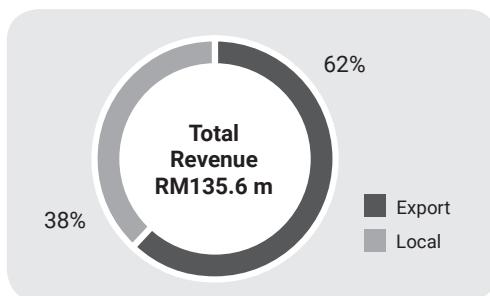
## MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

### **2. GROUP FINANCIAL PERFORMANCE (CONT'D)**

#### **2.1. Revenue**

Our consolidated revenue of RM135.6 million (FYE 2024: RM118.2 million) for FYE 2025 represents a new record for the Group. In FYE 2025, export sales remained the key revenue driver, accounting for RM84.7 million (FYE 2024: RM74.1 million) or 62% of our group revenue whilst the remaining RM50.9 million (FYE 2024: RM44.1 million) representing 38% of our group revenue was generated from local sales.

Our group revenue grew by 14.7% compared to the previous year, underpinned by better sales performance across all business segments.



Revenue	FYE 2024 RM'000	FYE 2025 RM'000	YoY %
Export	74,068	84,651	14.3%
Local	44,106	50,926	15.5%
<b>Total</b>	<b>118,174</b>	<b>135,577</b>	<b>14.7%</b>

Higher sales from both our local insulation and trading divisions contributed to an increase of 15.5% in local revenue to approximately RM50.9 million in FYE 2025 (FYE 2024: RM44.1 million). Local insulation sales surged by 28.5% to RM22.9 million (FYE 2024: RM17.8 million) whilst the trading sales climbed by 6.6% to RM28.0 million (FYE 2024: RM26.3 million) in FYE 2025.

Contribution of Local Revenue	FYE 2024 RM'000	FYE 2025 RM'000	YoY %
Insulation	17,836	22,917	28.5%
Trading & others	26,270	28,009	6.6%
<b>Total revenue</b>	<b>44,106</b>	<b>50,926</b>	<b>15.5%</b>

In pursuit of our mission to become a globally recognised brand, we are committed to continuously expanding our geographical reach and broadening our international customer base. Our expansion strategies are guided by due consideration of key factors which include market size, growth prospects, competitive landscape and certification requirement.

#### **2.2. Profits**

On the back of our record breaking revenue, gross profit of Superlon increased by 8.4% to RM35.1 million for FYE 2025 (FYE 2024: RM32.4 million). The gross profit margin moderated slightly to 25.9% (FYE 2024: 27.4%) mainly due to higher raw material cost, less favourable exchange rate movement and sale to lower margin markets contributing to a larger portion of our sales-mix.

Moving in tandem with the growth in our gross profit, the Group registered a profit before tax ("Pre-tax Profit") of approximately RM15.4 million, representing an increase of 10.6% as compared to RM13.9 million in FYE 2024. The Pre-tax Profit was derived after factoring the following:

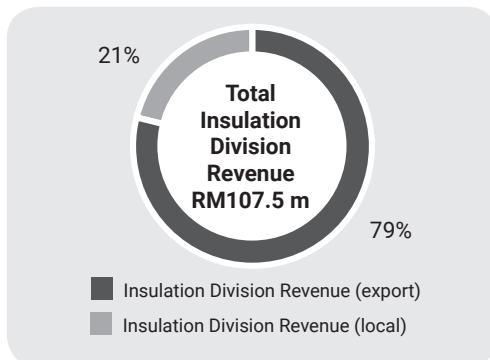
- (a) an increase of 16.6% in selling and distribution expenses to RM8.3 million (FYE 2024: RM7.1 million), mainly due to an increase in freight expenses which was driven by higher sales volumes. In addition, the Group participated in more exhibitions and engaged in more marketing activities to penetrate new markets and boost existing markets;
- (b) a reduction of 10.7% in other operating expenses of our Group to RM1.5 million (FYE 2024: RM1.6 million) mainly due to the impairment of development expenditure in FYE 2024, which was absent in this financial year; and
- (c) Group finance cost for FYE 2025 declined by 6.4% to RM1.5 million (FYE 2024: RM1.6 million) due to a reduction of borrowings.

## MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

### 3. REVIEW OF OPERATING ACTIVITIES

#### 3.1. Insulation materials division ("Insulation Division")

Our Insulation Division specialises in the manufacture and supply of NBR foam insulation materials tailored for the HVAC&R industry.



Insulation Division Revenue	FYE 2024 RM'000	FYE 2025 RM'000	YoY %
Export	74,057	84,564	14.2%
Local	17,836	22,917	28.5%
<b>Total</b>	<b>91,893</b>	<b>107,481</b>	<b>17.0%</b>
% of Total Insulation Division Revenue to Total Revenue	77.8%	79.3%	1.5 pp

During FYE 2025, the Insulation Division contribution to the Group revenue increased to 79.3%, (FY2024: 77.8%). Within the Insulation Division, export revenue accounted for approximately 78.7% of the total segment revenue whilst local revenue constituted the remaining 21.3%.

Our insulation topline continued to trend upwards to RM107.5 million (FY2024: RM91.9 million), marking a year-on-year increase of 17.0%. The increase in our topline was driven by higher local sales of RM22.9 million (FY2024: RM17.8 million) and higher export sales of RM84.6 million (FY2024: RM74.1 million), representing a growth rate of 28.5% and 14.2% respectively.

Demand in the Africa, America and Europe regions grew by 27.7% (FY2024: 55.3%), which represent our fastest growing markets. Whilst Asia (excluding Malaysia) and Oceania regions account for 48.7% (FY2024: 50.4%) of our Group revenue and represents the biggest market for Superlon. The domestic market accounts for 37.6% (FY2024: 37.3%) of our Group revenue, represents an important market for our insulation products. We noted growth in all of our major markets was supported by positive market sentiment.

#### 3.2. Trading of parts and equipment ("Trading Division")

The Trading Division primarily sells parts and equipment for the HVAC&R market and is a key revenue contributor to the long-term growth of Superlon Group.

Our trading Division generated revenue of RM28.1 million in FYE 2025 (FY2024: RM26.3 million), contributing 20.7% (FY2024: 22.2%) to our Group revenue. The increase in trading revenue was mainly a result of higher demand and pricing of copper pipes during the FYE 2025.

## MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

### **4. FINANCIAL POSITION**

#### **4.1. Inventories**

Our inventories increased to RM27.7 million (FY2024: RM25.8 million) in line with the increase in our sales volume. It is consistent with our standard stock replenishment practices to maintain an adequate level of stock to fulfil customer demand.

#### **4.2. Short-term investment, deposits, cash and bank balances**

Short-term investment, deposits, cash and bank balances of our Group as at 30 April 2025 amounted to RM60.7 million (FY2024: RM57.0 million), representing a 6.5% increase as compared to last financial year. The increase is largely attributed to higher net cash inflow from operations during the FYE 2025 and in FYE 2024, the Group had invested in the setting up of our factory in Hung Yen, Vietnam. Our Group continued to generate a positive operational cash flow during the year whilst maintaining prudent liquidity management for working capital requirements, committed credit facility obligations and dividend distributions.

#### **4.3. Loans and borrowings**

During FYE 2025, loans and borrowings of our Group decreased by RM4.3 million to RM23.1 million (FY2024: RM27.4 million) mainly attributable to a lower utilisation of trade facilities and repayment of term loans. Our financial position remains robust with a net cash position of RM37.6 million (FY2024: RM29.6 million).

#### **4.4. Dividends**

Our commitment to shareholder interests is demonstrated through Superlon's dividend policy which sets a target payout ratio of at least 30% of its audited consolidated profit after taxation attributable to shareholders for each financial year, after excluding non-operating income that is capital in nature. It is our Board's intention to allow shareholders to participate in the profits of Superlon whilst retaining sufficient reserves for future growth.

The total single-tier dividend declared and paid for FYE 2025 amounted to 2.75 sen (FY2024: 2.75 sen) per ordinary share, representing a total dividend payout ratio of approximately 35.2% (FY2024: 36.4%) of our Group's net profit.

<b>Dividend in respect of FYE 2025</b>	
First Interim dividend paid in Aug 2024	: 0.75 sen
Second Interim dividend paid in Dec 2024	: 0.75 sen
Special dividend paid in Dec 2024	: 1.25 sen
<b>Total</b>	<b>: 2.75 sen</b>

### **5. OUTLOOK AND PROSPECTS**

#### **5.1. Economy and Industry**

Global growth is projected at 3% for 2025 and 3.1% in 2026. Risks to the outlook are tilted to the downside. A rebound in effective tariff rates could lead to weaker growth. Elevated uncertainty could start weighing more heavily on activity, also as deadlines for additional tariffs expire without progress on substantial, permanent agreements. Geopolitical tensions could disrupt global supply chains and push commodity prices up. Larger fiscal deficits or increased risk aversion could raise long-term interest rates and tighten global financial conditions. Combined with fragmentation concerns, this could reignite volatility in financial markets. On the upside, global growth could be lifted if trade negotiations lead to a predictable framework and to a decline in tariffs. Policies need to bring confidence, predictability and sustainability by calming tensions, preserving price and financial stability, restoring fiscal buffers, and implementing much-needed structural reforms.

(Source: World Economic Outlook Update, July 2025, International Monetary Fund)

## MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

### 5. OUTLOOK AND PROSPECTS (CONT'D)

#### 5.1. Economy and Industry (Cont'd)

The global growth outlook is affected by shifting trade policies and uncertainties surrounding tariff developments, as well as geopolitical tensions. As a small open economy, Malaysia's growth prospects will be shaped by these developments. It is to Malaysia's advantage that our economy is facing these external headwinds from a position of strength. The latest indicators, including advanced estimates for the second quarter growth, continue to point towards sustained strength in economic activity.

Domestic demand has been resilient and will continue to support growth going forward. Favourable labour market conditions, particularly in domestic-oriented sectors, and policy measures will continue to underpin private consumption. Meanwhile, expansion in investment activity will be sustained by progress in multi-year infrastructure projects, continued high realisation of approved investments and catalytic initiatives under the national development plans.

The Malaysian economy remains on a strong footing and is projected to expand between 4% and 4.8% in 2025. The updated growth projections account for various tariff scenarios, ranging from a continued elevation of tariffs to more favourable trade negotiation outcomes. This forecast remains subject to uncertainties surrounding the global economy, both on the downside and upside. Favourable trade negotiation outcomes, pro-growth policies in major economies, continued demand for electrical and electronic goods and robust tourism activity could raise Malaysia's export and growth prospects.

(Source: Press release dated 28 July 2025 titled Malaysia's economy remains on a strong footing and is projected to grow between 4% - 4.8% in 2025, Bank Negara Malaysia)

Developing Asia's growth forecasts have been downgraded from projections in April to 4.7% in 2025 and 4.6% in 2026. Growth in the region accelerated in the first quarter of 2025 thanks to solid domestic demand and pre-tariff front-loading of exports, but higher tariffs and global trade uncertainty are expected to dampen momentum going forward.

(Source: Asia Development Outlook July 2025, Asian Development Bank)

#### 5.2. Moving forward

Our Group remains mindful of the headwinds from global trade tensions and geopolitical risks which are anticipated to weigh on the international operating environment. Future demand pattern will be shaped by global and local sentiment, exchange rate fluctuations as well as logistic and raw material costs. We are cautiously optimistic on the performance of our Group and continue to leverage on the growth of Asia's economies amid the uncertain global economic climate. Despite these external pressures, we expect our local demand will continue to be supported by domestic consumption and ongoing development within the nation.

Moving forward, we remain committed to navigating the evolving business landscape with prudence while strengthening our long-term competitiveness through capital investments, research and development as well as sustainability measures. These efforts aim to increase the utilisation of production capacity, broaden our geographical coverage and elevate the quality and applications of our insulation products. Concurrently, our Group will continue to reinforce our market position and actively pursue new opportunities for growth and innovation to maintain earnings momentum. We are confident that our strategic initiatives, coupled with steadfast commitment to sustainable operations, will continue to drive growth and deliver value to our stakeholders.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

### **INTRODUCTION**

The Board has a pivotal role in leading the management of the Company and fostering good corporate governance practices within the organisation. This statement articulates the application of the corporate governance practices by the Company under the leadership and guidance of the Board during the FYE 2025. The Audit and Risk Management Committee monitors the Company's compliance with the Malaysian Code on Corporate Governance ("MCCG").

This overview is presented in compliance with Paragraph 15.25(1) of the LR with guidance drawn from Practice Note 9 of the LR and MCCG and is a summary of the CG Report 2025 which is available on Superlon's website.

This statement encompasses three key Corporate Governance Principles as set out in the MCCG, which are:

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

### **PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS**

#### **1. Board Responsibilities**

The Board sets the strategic direction of the Superlon Group, establishes the mission and visions for the management and monitors its performance and achievement of its objectives and goals. The Board is responsible for the overall strategic planning, risk management, system of internal controls, key policies and corporate governance within the Group. The Board is committed to practising good corporate governance to steer the Superlon Group towards enhancing business value and long term value for its stakeholders as the underlying principle in discharging its responsibilities.

There is a clear distinction of roles and responsibilities between the Chairman and the Managing Director. The Chairman is non-executive and is primarily responsible for Board effectiveness and conduct whilst the Managing Director cum CEO is responsible for the day-to-day business affairs, organisational effectiveness and implementation of Board policies and decisions. The Managing Director acts as a conduit between the Board and the management in overseeing the operating units together with the Executive Directors. The Board delegates some of its authorities and discretion to the Board Committees, Managing Director cum CEO, Executive Directors and management.

An agenda with the relevant information to be deliberated on is given to every Director at least five (5) business days prior to the Board meetings. Minutes for every Board meeting are circulated to all Directors for their perusal prior to confirmation and adoption at the following Board meeting. All Directors have unrestricted access to the information of the Group as well as advice of the company secretary, external auditors and internal auditors whether as a full board or in their individual capacity, in the furtherance of their duties. All Independent Directors have access to the Managing Director cum CEO and Executive Directors should there be any clarification or explanations sought on any aspects of the Group's operations or management matters.

A Director who has a direct or indirect interest in any proposal or transaction, which is being presented for the Board's approval, will declare his or her interest and abstain from deliberation and voting of the same at the Board meeting. All conflicts of interests and potential conflicts of interest are disclosed and recorded in the minutes of the meeting. The Audit and Risk Management Committee reviewed and reported to the Board, the conflict of interest situations involving the Directors and/or senior management that arose, persist or may arise together with the measures taken to minimise the risks.

**CORPORATE GOVERNANCE  
OVERVIEW STATEMENT  
(CONT'D)**

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

**1. Board Responsibilities (Cont'd)**

The Board acknowledges the significance of regular training and professional development for its Directors to serve effectively and keep abreast with economic and business developments. During the financial year, the Board evaluated and assessed the training needs of the Board and the Directors attended various relevant training programmes, seminars, trades shows organised by the relevant regulatory bodies and professional bodies. This initiative aimed to enhance their knowledge on the pertinent changes in law, regulations and the business environment, as follows:-

Name of Directors	Course title/Organiser
Chun Kwong Pong	<ul style="list-style-type: none"> <li>• Mandatory Accreditation Programme Part II: Leading for Impact</li> <li>• Navigating Recent Developments in Sustainability Reporting</li> <li>• ASEAN Investment Conference 2025</li> <li>• Johor-Singapore Special Economic Zone Business Opportunities</li> <li>• Malaysia Real Estate Investment Trusts Reconfigured: Growth Markets, Prospects &amp; Alternative Asset Classes</li> </ul>
Liu Lee, Hsiu-Lin (also known as Jessica Hsiu-Lin Liu)	<ul style="list-style-type: none"> <li>• International Air-Conditioning, Heating, Refrigerating Exposition ("AHR Expo") USA 2025</li> <li>• AusFitness Industry Trade Show &amp; Summit</li> <li>• Mandatory Accreditation Programme Part II: Leading for Impact</li> <li>• Air-Conditioning, Refrigeration &amp; Ventilation Exhibition Malaysia ("MARVEX") 2024</li> </ul>
Liu Han-Chao	<ul style="list-style-type: none"> <li>• AHR Expo USA 2025</li> <li>• Mandatory Accreditation Programme Part II: Leading for Impact</li> <li>• MARVEX 2024</li> <li>• AusFitness Industry Trade Show &amp; Summit</li> <li>• FIBO Cologne 2025</li> <li>• PHILCONSTRUCT Manila 2024</li> </ul>
Liu Jeremy	<ul style="list-style-type: none"> <li>• Mandatory Accreditation Programme Part II: Leading for Impact</li> <li>• MARVEX 2024</li> </ul>
Ongi Cheng San	<ul style="list-style-type: none"> <li>• Mandatory Accreditation Programme Part II: Leading for Impact</li> <li>• Carbon Accounting for Chief Financial Officers and Finance Professionals</li> <li>• Bursa Academy: Conflict of Interest ("COI") and Governance of COI</li> </ul>
Lim Wai Loong	<ul style="list-style-type: none"> <li>• Shariah Registered Financial Planner Programme</li> <li>• Mandatory Accreditation Programme Part II: Leading for Impact</li> <li>• Anti-Money Laundering &amp; Counter Financial Terrorism 2024</li> <li>• Anti-Bribery &amp; Corruption 2024</li> <li>• Data Privacy &amp; Information Security Awareness 2024</li> <li>• Foreign Account Tax Compliance Act &amp; Common Reporting Standard Training 2024</li> </ul>
Lin, Po-Chih	<ul style="list-style-type: none"> <li>• Mandatory Accreditation Programme Part II: Leading for Impact</li> <li>• E-Invoicing Intensive 2-Day Training Workshop</li> </ul>
Lee Mei Hsiang	<ul style="list-style-type: none"> <li>• Mandatory Accreditation Programme Part II: Leading for Impact</li> <li>• E-Invoice implementation Forum for Small and Medium Enterprises</li> </ul>

In addition, the Company Secretary regularly updates the Board on changes in the LR and/or other regulatory requirements which are relevant to the Company, including sustainability requirements and provides advice on compliance and corporate disclosure matters.

CORPORATE GOVERNANCE  
OVERVIEW STATEMENT  
(CONT'D)

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

### 1. Board Responsibilities (Cont'd)

Board meetings are scheduled quarterly with additional meetings to be convened as and when required. During the financial year ending 30 April 2025, the Board met a total of five (5) times. The attendance of the Directors who held office during the financial year is set out below:-

Name of Directors	Attendance at meetings
Chun Kwong Pong	5/5
Liu Lee, Hsiu-Lin (also known as Jessica Hsiu-Lin Liu)	5/5
Liu Han-Chao	5/5
Liu Jeremy	5/5
Ongi Cheng San	5/5
Lim Wai Loong	5/5
Lin, Po-Chih	5/5
Lee Mei Hsiang	5/5

The Board Charter sets out the governance structure, authority and terms of reference of the Board and its committees and the management (comprising the Managing Director and Executive Directors). It serves as a reference point for the Board in the assessment of its own performance. The Board Charter is published on the corporate website and review is done from time to time as and when required to ensure compliance and relevance to the prevailing laws, regulation and best practices.

To assist the Board in fulfilling its roles, the board has established three (3) committees, namely Audit and Risk Management Committee, Nomination Committee and Remuneration Committee, to support and assist in discharging its fiduciary duties and responsibilities. The respective functions and authority of the board committees have been defined by the Board in the terms of reference of each committee. The committees make recommendations to the Board on matters delegated to them for deliberation. The ultimate responsibility for the final decisions on all matters lies with the Board. As and when necessary, the Board conducts a review of the delegation of responsibilities for the Company to adapt dynamically to the changing circumstances. The Committee meetings are held prior to the Board meetings to facilitate discussion of matters tabled for the Committees. The recommendations of the Committees are then presented during the Board meeting.

The Board is supported by a Company Secretary who is qualified to act as company secretary under the Act. The Company Secretary attends and ensures that all Board and Committee meetings are properly convened, that the Board and Committee functions effectively and in accordance with their relevant terms of reference and that accurate and proper records of the proceedings and resolutions passed are taken and maintained in the statutory registers of the Company. The Board relies on the Company Secretary for advice on its roles and responsibilities, corporate disclosures, governance matters, compliance on and updates on new regulations issued by the regulatory authorities, particularly on compliance with the Act, the LR, the MCGC and other relevant laws and regulations.

The Code of Conduct is set by the Company to provide employees of Superlon Group with guidance on the standards of behaviour expected of them in performing their duties of employment and in their dealings with fellow employees, clients, suppliers and members of the community. The Company had formulated the Anti-Bribery and Corruption ("ABC") Policy as testimony of its commitment to conduct business in an honest and ethical manner. The ABC Policy applies to all employees and any potential/existing business associates engaged in activities with the Group. The Company has an Integrity Team to attend to the anti-bribery and corruption compliance matters, in furtherance of the corporate liability provision of the Malaysian Anti-Corruption Commission Act. A guidance on feedback channel is detailed in the Company's Code of Conduct and Whistleblowing Policy and Procedures. The feedback channel is intended to be used for employees to raise serious and sensitive concerns, including those relating to financial reporting, unethical or illegal conduct.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

#### **1. Board Responsibilities (Cont'd)**

Superlon acknowledges the importance of sustainability relating to economic, environmental and social aspects including their risks and opportunities to/for our Group. The Company has implemented a sustainability framework and established a Sustainability Policy which is implemented by a Sustainability Team comprising the management. The Sustainability Team supervises key sustainability initiatives and reports to the Executive Directors who then report to the Board.

The Board oversees the sustainability-related strategies of the Group and take into consideration the material sustainability issues during decision making. The Board of Directors together with the management takes responsibility of the governance of sustainability and for reviewing the robustness of the business strategies from time to time in withstanding material sustainability risks while pursuing the opportunities.

The Sustainability Team reviews the goals and targets and monitors the progress as well as report to the Executive Directors on their findings. They also promote the integration of sustainability considerations into the Group's risk management framework and manage the overall sustainability strategies and efforts. The General Manager is designated to oversee the implementation of the Sustainability Policy. He leads and guides the Sustainability Team in carrying out their roles and responsibilities.

As part of its sustainability initiative, the Company has strengthened the performance evaluation framework for the Board and senior management by including the material sustainability risks and opportunities as a key performance indicator for senior management. Nonetheless, the Board is ultimately responsible for the sustainability-related strategies of the Group.

Further information pertaining to the sustainability efforts of the Group can be found in the Sustainability Statement of this Annual Report.

#### **2. Board Composition**

Currently, three (3) out of eight (8) directors representing approximately 38% on our Board are Independent Directors whilst four (4) out of eight (8) directors representing 50% on the Board are Non-Executive Directors. The Board views that there is an effective check and balance in the Board composition such that no one individual or a group of individuals can dominate the Board's decision-making process. Material audit, risk management, remuneration and nomination matters are tabled for the approval of pertinent Board Committees comprising all or majority of Independent Directors, which act as the first tier to consider those matters prior to making recommendation for Board's approval. In addition, all the Committees are chaired by Non-Executive Directors with the composition of the Audit and Risk Management Committee comprising all Independent Non-Executive Directors.

Currently, none of the Independent Directors have served the Board beyond nine (9) years. For the time being, the Board does not limit the tenure of the Independent Directors. In the event any Independent Directors are proposed by the Board to be retained after nine (9) years, the Board shall seek the shareholders' approval with justification to be provided. The Nomination Committee had assessed the independence of all Independent Non-Executive Directors during FYE 2025. The Nomination Committee and the Board are of the view that the Independent Directors have been discharging their responsibilities independently of management and major shareholders.

All new Director(s) duly appointed by the Board are subsequently recommended for re-election at the next AGM. All Directors retire from office at least once every three (3) years but are eligible for re-election. If an Independent Director of the Board ceases to be a member of the Board with the result that less than 1/3 of the Board are Independent Directors, the Nomination Committee shall within three (3) months recommend such number of new Independent Directors as may be required to make up the shortfall. All new Directors attend the mandatory accreditation programme by Bursa Securities to familiarise themselves with the additional requirements for a listed company. The Board has in place a fit and proper policy to govern the appointment of new Directors and the re-election of Directors which takes into consideration factors including character and integrity, experience and competence, the time and commitment by the Directors as well as conflict of interest position, if any.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

#### **2. Board Composition (Cont'd)**

The Company has a moderate-sized Board and the duties of the committees are distributed within the non-executive directors. The Chairman of the Board is also the Chairman of Remuneration Committee. As a balance to ensure objectivity and more effective Board discussions, when the Remuneration Committee has matters to report to the Board, the chairing of the Board will be handed to another Director while the Board receives and assesses the reports from the Remuneration Committee.

Part of the objectives and responsibilities of the Nomination Committee is to formulate the nomination, selection and succession policies for the members of the Board, Board Committees, Chairman of the Board and key management as may be required from time to time, taking into consideration the Gender Diversity Policy encouraged by Bursa Securities. The current Board consists of two (2) females, who are the Company's Managing Director and one (1) of our Independent Directors, which amounts to 25% female representation. In addition, more than 50% of female participation is in the office workforce with more than 40% of managerial roles being undertaken by females. The Nomination Committee will advocate the Company's policy in identifying and recruiting qualified candidates including women candidates via equal opportunities to serve on its Board and key management in the event of recruitment. The Nomination Committee comprises exclusively of Non-Executive Directors, a majority of whom is independent and is chaired by an Independent Director.

The Nomination Committee takes the lead for the nomination of a new candidate for appointment, reviews and recommendations. The Company has a Fit and Proper Policy on the appointment of new directors and re-election of directors. The Nomination Committee evaluates the nominations by the members of the Board, management and various other sources. The Committee also makes recommendations to the Board on new candidates for appointment and re-election to the Board. In addition to sourcing candidates within its existing internal network, the Board seeks independent sources including independent professional firms in nominating candidates for directorships as and when required.

The Nomination Committee has reviewed the performance of the Board based on performance evaluations conducted by the Board collectively during the financial year. Various areas assessed including board structure, board operations, management relationship, board roles and responsibilities, board committees, corporate governance and sustainability. The Nomination Committee is of the view that the Board and Board Committees have discharged their responsibilities effectively. The Nomination Committee has also assessed and recommended the retiring Directors eligible for re-election, reviewed the continuing independence of Independent Directors and the continuing education programmes was undertaken.

#### **Remuneration**

The remuneration of the Executive Directors is recommended to the Board by the Remuneration Committee so as to attract, retain, motivate and incentivise Directors of the necessary calibre needed to lead the Superlon Group successfully.

For Executive Directors, the component parts of the remuneration are structured so as to incentivise the individual according to the performance of the Group. The Remuneration Committee is to recommend to the Board the framework and remuneration package for each Executive Director. The Remuneration Committee considers, amidst others, the Executive Directors' roles and responsibilities, skill and experience, corporate and individual performance for recommendation of remuneration.

In the case of Non-Executive Directors, the level of remuneration is based on, inter-alia, their experience, qualifications and contribution, the extent of duties and responsibility and the time commitment. The determination of remuneration packages of Non-Executive Directors, including the Non-Executive Chairman, is decided by the Board as a whole.

CORPORATE GOVERNANCE  
OVERVIEW STATEMENT  
(CONT'D)

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

**2. Board Composition (Cont'd)**

**Remuneration (Cont'd)**

The Director's fees and allowances are subject to the prior approval of shareholders at the AGM. The breakdown of the remuneration of each individual Director of the Company for the financial year under review is provided below:-

<b>Superlon</b>					
	<b>Directors' salaries, bonuses and allowances</b>		<b>Directors' fees</b>		<b>Other emoluments</b>
		<b>RM</b>		<b>RM</b>	<b>RM</b>
<b>Executive Director</b>					
Liu Lee, Hsiu-Lin (also known as Jessica Hsiu-Lin Liu)	5,000		—	—	—
Liu Han-Chao	3,750		—	—	—
Liu Jeremy	3,750		—	—	—
Ongi Cheng San	3,750		—	—	—
<b>Non-Executive Director</b>					
Chun Kwong Pong	5,000		54,000	395	
Lim Wai Loong	3,750		42,000	395	
Lin, Po-Chih	3,750		42,000	395	
Lee Mei Hsiang	3,750		42,000	338	

<b>Superlon Group</b>					
	<b>Directors' salaries, bonuses and allowances</b>	<b>Employee Provident Fund</b>	<b>Directors' fees</b>	<b>Benefits in kind</b>	<b>Other emoluments</b>
	<b>RM</b>	<b>RM</b>	<b>RM</b>	<b>RM</b>	<b>RM</b>
<b>Executive Director</b>					
Liu Lee, Hsiu-Lin (also known as Jessica Hsiu-Lin Liu)	919,562	155,107	—	25,000	7,894
Liu Han-Chao	685,992	110,971	—	21,250	7,894
Liu Jeremy	671,114	108,141	—	9,000	7,894
Ongi Cheng San	547,512	84,655	—	9,000	7,894
<b>Non-Executive Director</b>					
Chun Kwong Pong	5,000	—	54,000	—	395
Lim Wai Loong	3,750	—	42,000	—	395
Lin, Po-Chih	3,750	—	42,000	—	395
Lee Mei Hsiang	3,750	—	42,000	—	338

The aggregate remuneration of the top five (5) senior management of the Group is not disclosed taking into consideration the highly competitive industry in which the Group is operating and challenges faced in talent management and retention. For purposes of shareholders' analysis, the total salaries in the group analysed by category is disclosed in the Annual Audited Accounts. The disclosure of the employees' salaries of the Group allows stakeholders to make an appreciable link between the remuneration and the performance of the Group. The Board believes that the disclosure contained in the Annual Audited Accounts would be sufficient to provide pertinent insights to shareholders on whether they are being remunerated responsibly.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

### **PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT**

#### **1. Audit and Risk Management Committee ("ARMC")**

The Chairman of the Board and the Chairman of the ARMC are different individuals and both are non-executive. The Chairman of the ARMC is an Independent Director. The ARMC assists the Board in its responsibility to oversee and scrutinise the financial reporting and the effectiveness of the internal controls of the Group. ARMC members have from time to time attended various relevant training programmes, seminars and trades shows organised by relevant regulatory authorities and professional bodies to broaden their knowledge and to keep abreast with the relevant changes in law, regulations and the business environment.

The ARMC has a policy which requires a former key audit partner to observe a cooling-off period of at least three (3) years before he can be considered for appointment as a member of the ARMC. To date, no former key audit partner has been appointed as a member of the ARMC.

The audit fees paid by the Group for the FYE 2025 are detailed in Note 26 in the Financial Statements. No non-audit fees were paid to the external auditors by the Group in respect of the FYE 2025 save for the fees of RM5,000 for the review of the Statement on Risk Management and Internal Control contained in the Annual Report 2024. The ARMC is satisfied that the provision of these services did not compromise the external auditors' independence and objectivity. The External Auditors have also confirmed that, inter-alia, they have maintained their independence throughout the audit of Superlon, 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 Accountant's International Code of Ethics for Professional Accountants (including International Independence Standards) ("IESBA Code"), and they have fulfilled their ethical responsibilities in accordance with the By-Laws and the IESBA Code.

The ARMC has unrestricted access to any information pertaining to the Company and has direct communication channels with the external and internal auditors, when applicable and to the senior management of the Group.

The ARMC comprises of all Independent Non-Executive Directors. All members of the Committee possess a wide range of necessary skills to discharge its duties and are financially literate to carry out their duties. The Chairman of the ARMC, Ms Lee Mei Hsiang is a member of the Malaysian Institute of Accountants.

The ARMC also has direct oversight of the audit of the Group and annually assesses the suitability, objectivity and independence of the external auditors and internal auditors.

#### **2. Risk Management and Internal Control Framework**

The Board upholds its responsibility to ensure an effective risk management and a sound internal controls system to safeguard the assets of Superlon Group and shareholders' interests. This commitment aligns with the Malaysian Code of Corporate Governance and guided by the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers.

The Board acknowledges that an effective risk management is vital to the Group's business operations and has approved the framework adopted by the Group to manage its risks effectively. During the financial year under review, the Group deployed on-going processes to identify, evaluate, monitor and manage material risks that may affect the Group in achieving its business objectives. The Internal Auditors periodically review these processes and report to the Audit and Risk Management Committee on areas requiring necessary improvement.

The Board recognises that the internal control system is designed to mitigate and does not eliminate the risk of failure in achieving the Group's business objectives. Therefore, the internal controls are structured to provide reasonable and not absolute assurance against the occurrence of any material loss or failure. The Group regularly assesses and implements measures to strengthen the internal control environment and processes, striking a balance between controlling costs and maximising benefits for the Group's major operations.

The Group has outsourced its internal audit function to an independent consulting firm which reports to the ARMC and assists the Board of Directors in monitoring and managing risks and internal controls. The engagement team consist of one or more professional internal auditors. The internal audit personnel are free from any relationships or conflicts of interest, which could potentially impair their objectivity and independence. The Internal Audit practices adopted by the internal auditors conform with the International Standards for the Professional Practice of Internal Auditing.

The Board had received assurance from the Managing Director and the Finance Director that, to the best of their knowledge, the Group's risk management and internal control system is functioning adequately and effectively and remains aligned with the Group's objectives, in all material aspects. The risk management overview is covered by the ARMC which comprises of Independent Directors.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

#### **1. Communication with Stakeholders**

The Board acknowledges the importance of an effective, transparent and regular communication with its stakeholders. As a public listed company, the Company has put in place procedures to abide by the corporate disclosure requirements of material information as set out by Bursa Securities. The Board members are kept informed of material matters which require public disclosures and they approve the announcement of material matters prior to public disclosure. The Board is mindful that material information is to be announced timely and that confidential information should be handled sensitively to avoid leakages leading to improper use of such information. In such circumstance, the Company will also closely monitor the market activity of its securities during a period where information is withheld. Where it is believed that such information has inevitably been leaked, immediate announcement will be made.

Superlon's website consists of the relevant corporation information including the board charter, terms of reference of the Board committees, key policies of the Company, annual report, etc. Shareholders and investors are also kept informed of all major developments within the Group by way of announcements via the BURSA LINK. The Company also engages with fund managers, financial analysts, shareholders and the media from time to time.

#### **2. Conduct of General Meetings**

The notice for the upcoming AGM of the Group in 2025 was distributed to the shareholders together with the Annual Report, giving at least twenty-eight (28) days' notice prior to the AGM. An Administrative Guide is issued to convey the conduct and procedures of the AGM to the shareholders. All Directors were present at the last AGM to engage directly with and be accountable to the shareholders for their stewardship of the Company. The Directors, all other committee members, and external auditors were in attendance to respond to the shareholders' queries. The AGM (and any other general meetings) also serves as a forum for the Board to engage with the shareholders personally to obtain their views and feedback. In addition, the Company presented an overview of the performance of the Group and the Directors answered queries by the Minority Shareholder Watch Group and the shareholders.

Superlon will hold its forthcoming AGM in Selangor where the location is accessible. Shareholders who are unable to attend the AGM in person can authorise another person online via TIIH Online website as their proxy/proxies to cast votes on his/her behalf as per his/her instructions.

## **ADDITIONAL COMPLIANCE INFORMATION**

#### **Disclosure of related party transactions**

The Group has taken all necessary steps to ensure that transactions which were deemed to be related party transactions were appropriately disclosed in accordance with the LR and good corporate governance.

#### **Utilisation of proceeds**

No fundraising was made from the equity market in the financial year under review.

#### **Variation in results**

No profit forecast was made for the financial year under review.

#### **Profit guarantee**

No profit guarantee was given for the financial year.

#### **Material contracts and Related Party Transactions of a Revenue or Trading Nature ("RPT")**

Save as disclosed in Note 34 of the financial statements for the financial year under review, there were no material contracts or RPT involving the interest of the Directors and/or major shareholders of the Company.

#### **Employees' Shares Scheme ("ESS")**

The ESS of the Company was implemented on 30 December 2024 and shall be in force for a duration of five (5) years. The additional details of the ESS are disclosed in the Directors' Report on pages 51 to 58 of this Annual Report.

In accordance with the Company's ESS By-Laws, not more than 80% of the total number of the Company's ordinary shares to be issued under the ESS shall be allocated to the Directors and senior management of the Group (excluding dormant subsidiaries, if any). Since the commencement of the ESS up to the financial period ended 30 April 2025, a total of 20 Directors and senior management were granted 1,025,200 options under the ESS to receive ordinary shares of up to 0.65% of the issued share capital (excluding treasury shares) of Superlon upon exercise of the options. In addition, a total of 48 employees were granted 383,600 options under the ESS to receive ordinary shares of up to 0.24% of the issued share capital (excluding treasury shares) of Superlon upon exercise of the options.

## AUDIT & RISK MANAGEMENT COMMITTEE STATEMENT

### 1. OBJECTIVE

The Audit & Risk Management Committee (“ARMC”) supports the Board of Directors in discharging its fiduciary responsibilities with respect to the accounting, risk management and internal controls as well as reporting practices of the Superlon Group. The ARMC plays an oversight role in fostering appropriate standards of responsibility, integrity and accountability to the stakeholders of the Company.

The scope and responsibilities of the ARMC are outlined in its Terms of Reference as set out in the Company's website: [www.superlon.com.my](http://www.superlon.com.my).

### 2. COMPOSITION

The composition of the ARMC complies with the Main Market Listing Requirements and adheres to the principles outlined in the Malaysian Code of Corporate Governance.

The Board appointed the ARMC members from amongst its Directors and the ARMC consists of not fewer than three (3) Directors. All ARMC members are Non-Executive and Independent Directors. The ARMC members are:-

Name	Directorship	Designation in ARMC
Lee Mei Hsiang	Independent	Chairman
Lim Wai Loong	Independent	Member
Lin, Po-Chih	Independent	Member

The Chairman of the ARMC, Ms Lee Mei Hsiang, is a graduate of Royal Melbourne Institute of Technology, Australia with a Bachelor of Business (Accounting) degree as well as Charles Sturt University, Australia with a Master of Business Administration in Marketing degree. She is also a Chartered Accountant registered with the Malaysian Institute of Accountants and a Certified Practising Accountant with CPA Australia. Accordingly, Superlon fulfills the requirement under paragraph 15.09(1)(c)(i) of the Main Market Listing Requirement. Mr Lim Wai Loong, a member of the ARMC is a Certified Financial Planner. Mr Lin, Po-Chih also has experience in the field of accounting and finance.

The Chairman of the ARMC is not the Chairman of the Board. The Company has in place a policy to require a former key audit partner to observe a cooling-off period of at least three years, before being appointed as a member of the ARMC. Since the incorporation of the Company, none of the members of the Board are former key audit partners. The ARMC has in place policies and procedures to assess the suitability, objectivity and independence of the external auditors.

All ARMC members are financially literate and are able to review, assess and appraise matters under the purview of the ARMC including the financial reporting process.

**AUDIT & RISK MANAGEMENT  
COMMITTEE STATEMENT  
(CONT'D)**

**3. MEETINGS AND MINUTES**

The ARMC meets at least five (5) times a year without the presence of the Executive Directors and management, except when their attendance is requested by the ARMC. Additional meetings can be convened at any time at the request of any committee member, the Company's Managing Director, the external auditors or the internal auditors.

The ARMC maintains direct communication channels with the external auditors and holds meetings with them at least twice a year and whenever necessary, without the presence of the Executive Directors and employees of the Company.

For the financial year under review, the ARMC convened meetings with the External Auditors in June 2024, August 2024 and March 2025. Matters discussed included the audit review matters in relation to their annual audit as well as auditor's independence. The Internal Auditors attended the ARMC meeting in June 2024, August 2024, September 2024, December 2024 and March 2025 to present their reports highlighting any weaknesses and deficiencies in internal controls.

The company secretary prepares and keeps the minutes of each meeting and circulates the minutes to all members of the Board after the tabling for confirmation at the next meeting. During the FYE 2025, five (5) ARMC meetings were convened. The record of attendance of ARMC members during their membership is as follows:-

Name	Attendance (Attended/ Held)	% Of Attendance
Lee Mei Hsiang (Chairman)	5/5	100%
Lim Wai Loong	5/5	100%
Lin, Po-Chih	5/5	100%

**4. SUMMARY OF ACTIVITIES OF THE ARMC DURING THE FINANCIAL YEAR**

During the FYE 2025, the main activities undertaken by the ARMC were as follows:-

- Discussed the Internal Audit Reports tabled by the Internal Auditors and recommended the same to the Board for approval;
- Reviewed the Group's unaudited consolidated quarterly results for recommendation to the Board for approval;
- Reviewed and discussed the Audit Review Memorandum for the FYE 2024 for recommendation to the Board for approval;
- Reviewed the Audited Financial Statements of the Company for the FYE 2024 and recommended the same for the Board's approval;
- Reviewed and recommended amendments to the Risk Management Framework for the Board's approval;
- Reviewed the Anti-Bribery and Corruption Framework and recommended the same for the Board's approval;
- Reviewed and recommended the Audit and Risk Management Committee Report, Statement on Risk Management and Internal Control and the Corporate Governance Overview Statement for inclusion into the Annual Report 2024 for the Board's approval;
- Reviewed the Corporate Governance Report and recommended the same to the Board for approval;
- Reviewed and recommended the proposed renewal of share buy-back authority for the Board's approval;
- Reviewed and recommended the Statement in relation to the Renewal of Share Buyback Authority for the Board's approval;
- Reviewed the related party transactions for FYE 2024;
- Reviewed and assessed the suitability, objectivity, independence and performance of the External Auditors;
- Reviewed and assessed the suitability, objectivity, independence and performance of the Internal Auditors;
- Discussed and recommended the Audit Planning Memorandum for the FYE 2025 for the Board's notation;
- Discussed and recommended the Internal Audit Plan for the FYE 2025 and FYE 2026 for the Board's notation;
- Reviewed the Terms of Reference for the ARMC for the Board's approval;
- Discussed and recommended the conflict of interest policy for the Board's approval; and
- Reviewed and noted that, save for the related party transactions, there was no conflict of interest that arose or may arise within the Directors and key senior management during FYE 2025.

AUDIT & RISK MANAGEMENT  
COMMITTEE STATEMENT  
(CONT'D)

## 5. INTERNAL AUDIT FUNCTION

The internal audit function is outsourced to an external consultant firm which reports to the ARMC and assists the Board of Directors in monitoring and managing risks and internal controls. The principal role of the internal audit includes:-

- Assisting the Board in the review of the adequacy, integrity and effectiveness of the system of internal controls of the Group to enable the Board to prepare the Statement on Risk Management and Internal Control in the Annual Report;
- Reviewing and verifying the Group's sustainability targets and sustainability matters disclosed in the Sustainability Statement in the Annual Report;
- Performing risk assessment of the Group to identify and evaluate the principal risk factors and ensuring the implementation of appropriate internal control processes and procedures to mitigate these risks;
- Allocating adequate audit resources, in accordance with the internal audit plan reviewed by the ARMC to carry out internal audits on key operations of the Group to provide the Board with effective and efficient audit coverage; and
- Providing independent and objective reports on the state of internal controls of the various operating units within the Group to the ARMC so that remedial actions and continuous improvements can be taken in relation to any weaknesses noted in the systems and controls of the respective operating units.

The key audit areas for FYE 2025 were the production and manufacturing, sustainability report, health and safety, operating process and risk assessment management frameworks. The total fees charged by the external consultant firms for the internal audit services amounted to RM40,000 in FYE 2025.

# STATEMENT OF RISK MANAGEMENT AND INTERNAL CONTROL

## 1. BOARD'S RESPONSIBILITY

The Board upholds its responsibility to ensure an effective risk management and a sound internal controls system to safeguard the assets of Superlon Group and shareholders' interests. This commitment aligns with the Malaysian Code of Corporate Governance and is guided by the Statement on Risk Management and Internal Control : Guidelines for Directors of Listed Issuers.

The Group has established a system of internal controls and risk management which is regularly reviewed by the Board to ensure its effectiveness, adequacy and integrity. This includes:-

- Identifying, evaluating and monitoring principal risks of the Group;
- Adoption of appropriate risk management strategies, policies and levels of risks tolerance into a framework to provide reasonable assurance; and
- Reviewing the adequacy and integrity of the Company's internal controls on the financial, operational and compliance systems which are in place to manage risks.

The Board recognises that the internal control system is designed to mitigate and does not eliminate the risk on failure in achieving the Group's business objectives. Therefore, the internal controls are structured to provide reasonable and not absolute assurance against the occurrence of any material loss or failure.

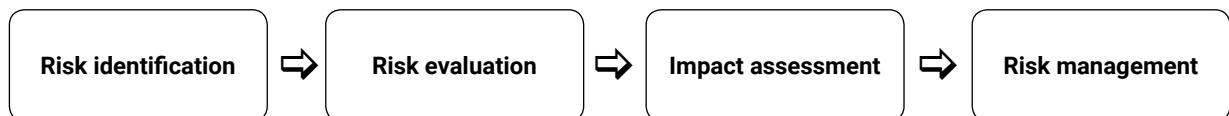
The Group regularly assesses and implements measures to strengthen the internal control environment and processes, striking a balance between controlling costs and maximising benefits for the Group's major operations. The ARMC deliberates audit matters raised by the Internal Auditors and mitigation action taken by the Management during the ARMC meetings, before the matters are presented to the Board.

## 2. RISK MANAGEMENT FRAMEWORK

The Board acknowledges that an effective risk management is vital to the Group's business operations and has approved the framework adopted by the Group to manage its risks effectively. During the financial year under review, the Group deployed on-going processes to identify, evaluate, monitor and manage material risks that may affect the Group in achieving its business objectives. The Internal Auditors periodically review these processes and report to the ARMC on areas requiring necessary improvement.

The risk assessment framework encompasses the following:-

- The nature of risks identified by the Group;
- The assessment of risks and the extent regarded as tolerable for the Group;
- The likelihood of the risks concerned materialising; and
- The Group's ability to reduce the incidence of risks that may materialise and their impact on the business.



As part of the risk management initiatives, the Head of each business unit is responsible for identifying and assessing risks within their respective units. When new significant risks are identified, appropriate mitigation plans and internal controls measures are developed and discussed during periodic management meetings. Subsequently, these are brought to the attention of the Executive Directors, ARMC and/or the Board during scheduled meetings. The Group's key risk profile is updated periodically wherein risks identified are prioritised in terms of the possibility of occurrence and the potential impact on the Group's operation should the risks materialise. This structured approach ensures that our risk management framework remains relevant, effective and aligned with the Group's evolving business landscape.

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

### **3. INTERNAL AUDIT**

Superlon's internal audit function is carried out by an independent professional services firm which focuses on the effectiveness and adequacy of the internal controls system and to address any weaknesses identified. The Internal Audit team independently examines the procedures and control processes implemented by the management within the key business segments of the Group. Any key areas of concern identified during the reviews together with the recommendations for improvements to strengthen the internal controls are directly reported to the ARMC together with management responses. The Management will proceed with the implementation of the rectification action plans, with follow-up audits conducted by the Internal Auditors and progress update reported to the ARMC.

The ARMC reviews the Internal Audit programme annually in consultation with the Internal Auditors and assesses the reports of the Internal Audit process quarterly. Periodically, the ARMC will conduct an assessment on the adequacy of scope, functions, competency and resources of the Internal Auditors as well as whether the recommendations of the Internal Audit function have been integrated into the Group's processes.

The Board and Management, in consultation with the External and Internal Auditors via their reports, noted that there were no material or significant losses arising as a result of weaknesses in internal controls during the financial year under review. The Board is also pleased to report that there were no significant internal control deficiencies for areas that have been reviewed by the Internal Auditors. Certain practical recommendations of the Internal Auditors have been taken as remedial action to improve and enhance the existing internal controls.

### **4. OTHER KEY ELEMENTS OF INTERNAL CONTROL**

Other key elements of the system of internal control of the Group are as follows:-

- The Group has an appropriate organisational structure that enables adequate monitoring of the activities and ensures an effective flow of information across the Group with clearly defined lines of responsibility and authority levels;
- Key processes of the Group are governed by written policies and procedures;
- The manufacturing activities of the Group's main subsidiaries in Malaysia and Vietnam are accredited with ISO 9001: 2015 – International Quality Management System Standard and such quality management system provides the Group with improved control of key processes and a foundation for improving quality and customer satisfaction;
- The main subsidiaries in Malaysia and Vietnam comply with ISO 14001: 2015 – Environmental Management System Standard reflecting the Group's emphasis on reducing pollution, improving environmental performance and supporting due care of the environment;
- The Managing Director and Executive Directors actively participate in the day-to-day running of the operations of the Group. This enables material issues to be effectively resolved on a timely basis;
- The management monitors the performance of the Group through key performance indicators and prepares quarterly management reports;
- The risk management framework and internal control processes are embedded in the Group's management system and is every employee's responsibility;
- The ARMC meets at least once every quarter and reviews the adequacy, integrity and effectiveness of the system of internal control of the Group. The ARMC receives and reviews quarterly financial results and internal auditors' report before they are tabled for Board approval;
- The Board reviews the information of the Group's financial status and performance on, at a minimum, a quarterly basis;
- The Company reviews the insurance coverage on major assets periodically to ensure adequate coverage is in place against any mishap that could result in material loss;
- The Company continues to maintain its cyber security and has implemented preventive measures and controls, including firewalls, to increase its local network and internet security; and
- The Company adopted the Anti-Bribery and Corruption Policy, Whistle-blowing Policy and Conflict of Interest Policy that outlines the guiding principles on its commitment to conduct business in an honest and ethical manner and embed a culture of transparency and accountability into its day-to-day business operations.

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**STATEMENT OF RISK MANAGEMENT  
AND INTERNAL CONTROL  
(CONT'D)****5. CONCLUSION**

The Board is of the opinion that the current system of risk management and internal control is satisfactory and adequate to provide reasonable assurance for the Group to meet its objectives. During the financial year, there were no material internal control failures that could have resulted in material losses or contingencies requiring disclosure in the Annual Report. The Board has also received assurance from the Managing Director and the Finance Director that, to the best of their knowledge, the Group's risk management and internal control system is functioning adequately and effectively and remains aligned with the Group's objectives, in all material aspects. The Group is committed to continually focusing on measures to protect and enhance shareholders' value as well as to ensure business sustainability.

The External Auditors have reviewed this statement pursuant to paragraph 15.23 of the LR and have reported that nothing has come to their attention that causes them to believe that the contents of this Statement intended to be included in the annual report are not prepared, in all material respects, in accordance with the disclosures required by paragraphs 41 and 42 of the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers to be set out, nor is this Statement factually inaccurate.

# SUSTAINABILITY STATEMENT

Our Group embeds economic, environmental and social ("EES") considerations into our operations. We are dedicated to reinforcing our commitment to sustainability targets and goals alongside sustainable business growth.

## REPORTING FRAMEWORK

This Sustainability Statement follows the Sustainability Reporting Guide and Toolkits issued by Bursa Securities. It summarises our Group's key sustainability efforts underpinned by robust sustainability governance and aims to deliver meaningful outcomes for our stakeholders. In addition, we strive to address key sustainability matters that are important to both the Group and our stakeholders, with a focus on creating value and aligning our efforts with the relevant United Nations Sustainable Development Goals ("UNSDGs").

## REPORTING PERIOD AND SCOPE

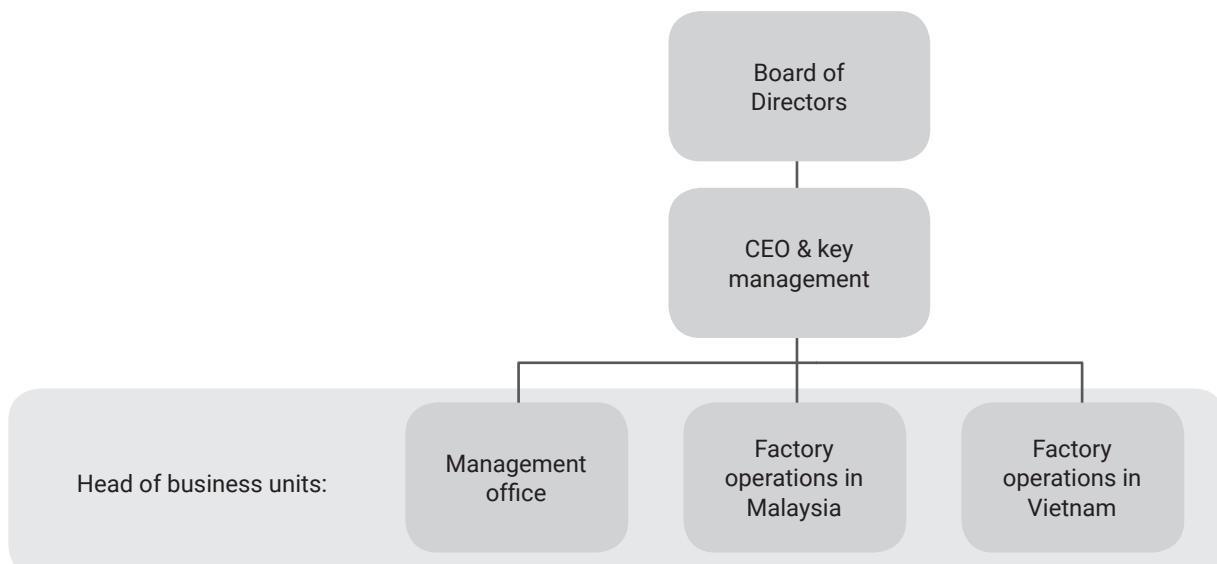
This statement articulates the governance structure, key stakeholders and core EES areas of our nitrile butadiene rubber ("NBR") insulation manufacturing division over the period from 1 May 2024 to 30 April 2025 ("FY2025").

## STATEMENT OF ASSURANCE

Matrix Corporate Consultancy Sdn Bhd, whom we have outsourced the internal audit function to, has reviewed and verified our Group's progress towards the targets set for sustainable development goals and the sustainability matters prescribed in the Main Market Listing Requirements together with related indicators for past 3 financial years.

### 1. GOVERNANCE STRUCTURE

The long-term objectives of our Group encompass sustainability considerations as we foster a sound sustainability governance led by our Board and commit to adopting an adequate enterprise risk management and internal control framework for sustainability risks identification, assessment and management. Our Board, supported by the key management and each business unit head, oversees the Group's sustainability strategies and integrates sustainability considerations into decision making. The stewardship and the sustainability governance are set out as follows:-



## SUSTAINABILITY STATEMENT (CONT'D)

### 1. GOVERNANCE STRUCTURE (CONT'D)

Board of directors	CEO & key management	Business units head
<ul style="list-style-type: none"> <li>Aligning our Group's business objectives to sustainability issues</li> <li>Reviewing the robustness of the existing business strategies from time-to-time in withstanding material sustainability risks while pursuing the opportunities</li> <li>Communicating sustainability-incorporated business strategy to the stakeholders</li> <li>Reviewing the accuracy and completeness of the sustainability disclosures as required by laws and/or rules</li> </ul>	<ul style="list-style-type: none"> <li>Advising and recommending the sustainability-related strategies to the Board of Directors</li> <li>Implementing sustainability strategies approved by the Board of Directors</li> <li>Assessing the cost versus benefit of implementing sustainability strategies</li> <li>Reporting the material sustainability matters identified from time-to-time to the Board of Directors</li> <li>Monitoring the progress of initiatives towards achieving sustainability targets and goals</li> <li>Overseeing the overall management of stakeholder engagement</li> </ul>	<ul style="list-style-type: none"> <li>Overseeing and conveying sustainability matters within each business unit</li> <li>Ensure key sustainability matters which are inherent in each business unit are identified, monitored and analysed for assessment</li> <li>Discussing sustainability issues with the management team during meetings</li> </ul>

### 2. ALIGNMENT WITH THE UNSDGs

We established our sustainability goals and targets with reference to the UNSDGs, aiming to build a more inclusive and sustainable economy. These UNSDGs address social and environmental challenges, reduce inequalities and foster innovations. At Superlon, we support these global ambitions where they create strategic relevance and value for our business and where we envisage to have more effective impact. By implementing initiatives aligned with these universal targets, we strive to drive positive changes in EES sustainability, benefiting our stakeholders and contributing to long-term environmental well-being.

#### **Selected Sustainability Goals and Targets**

We revisit the list of UNSDG goals and targets every 2 financial years. A list of selected sustainability goals and targets set during FYE 2024 is as follows:-

UNSDGs	Key Sustainability Matters	Our Goals/ Target for FYE 2024 and FYE 2025	FYE 2024	FYE 2025
 Target 5.5: We ensure women's effective participation and equal opportunities for leadership at all levels of decision-making in Superlon	Gender equality	To maintain at least 30% of managerial role held by women	<b>40%</b> of managerial role is undertaken by women	<b>41%</b> of managerial role is undertaken by women

## SUSTAINABILITY STATEMENT (CONT'D)

### 2. ALIGNMENT WITH THE UNSDGs (CONT'D)

#### Selected Sustainability Goals and Targets (Cont'd)

UNSDGs	Key Sustainability Matters	Our Goals/ Target for FYE 2024 and FYE 2025	FYE 2024	FYE 2025
 <p><b>Target 9.5:</b> We provide comprehensive services to our clients by exploring new technologies and solutions through innovation to add value</p>	Customer's expectations	To achieve responsiveness to customer needs with a target score of 4.5 out of 5	<b>4.5</b> out of 5	<b>4.7</b> out of 5
 <p><b>Target 8.6:</b> We are committed to ensuring the well-being of our employees by providing professional development and training</p> <p><b>Target 8.7:</b> We are committed to eliminate the labour practices of using child and forced labour. We also comply with the minimum wage set by our government</p> <p><b>Target 8.8:</b> We protect labour rights and promote safe and secure working environment for all workers</p>	Employee interests  Workplace safety	To maintain zero child and forced labour  To create more interactive training methods such as video to increase the effectiveness and retention of education material – cumulative videos created  To maintain at least 72 hours per annum of workplace safety and ESG training  To maintain zero incidents of work-related injuries  To maintain zero work-related fatalities  To ensure zero chemical spillage / leakage by inspection  To comply by all times minimum wage set by government  To achieve target employees' satisfaction score set at 72%	<b>Zero</b> child and forced labour  <b>30</b> cumulative education videos created  <b>73</b> hours of workplace safety training  <b>Zero</b> incident of work-related injuries  <b>Zero</b> work-related fatalities  <b>Zero</b> leakage  <b>Complied</b> with minimum wage set by government  <b>70%</b> employees' satisfaction score	<b>Zero</b> child and forced labour  <b>39</b> cumulative education videos created  <b>181</b> hours of workplace safety training  <b>Zero</b> incident of work-related injuries  <b>Zero</b> work-related fatalities  <b>Zero</b> leakage  <b>Complied</b> with minimum wage set by government  <b>80%</b> employees' satisfaction score

## SUSTAINABILITY STATEMENT (CONT'D)

### 2. ALIGNMENT WITH THE UNSDGs (CONT'D)

#### Selected Sustainability Goals and Targets (Cont'd)

UNSDGs	Key Sustainability Matters	Our Goals/ Target for FYE 2024 and FYE 2025	FYE 2024	FYE 2025
 <p>Targets 12.4: We have been working towards monitoring and management of noise and gas emissions as well as wastewater discharged</p> <p>Targets 12.5 and 12.6: We have adopted sustainability practices such as monitoring our water and electricity consumption and integrated sustainability information into this year's reporting as a yardstick for future enhancements</p>	Customer's expectations  Resources management	To maintain noise limits within the permissible standards required by Department of Environment ("DOE") in Malaysia and Ministry of Natural Resources and Environmental ("MNRE") in Vietnam	<b>Met</b>	<b>Met</b>
		To maintain the air emission within the permissible standards required by DOE and MNRE	<b>Met</b>	<b>Met</b>
		To maintain the wastewater discharged within the permissible standards required by DOE and MNRE	<b>Met</b>	<b>Met</b>
		Anti-bribery and Corruption Policy in place	<b>Met</b>	<b>Met</b>
		Whistleblowing Policy and Procedure in place	<b>Met</b>	<b>Met</b>
		To maintain zero incident of corruption	<b>Met</b>	<b>Met</b>
 <p>Target 16.5: We have in place an Anti-bribery and Corruption Policy as well as a Whistleblowing Policy and Procedure to address potential misconduct in the workplace facilitating a conducive work environment</p>				

## SUSTAINABILITY STATEMENT (CONT'D)

### **3. IDENTIFYING AND PRIORITISING MATERIAL SUSTAINABILITY MATTERS**

Our Group is committed to managing key material sustainability risks identified through effective sustainability management within the NBR insulation manufacturing division. Sustainability risks are considered material if they significantly impact EES matters or influence our stakeholders' assessment and decisions. The process of identifying and prioritising these material sustainability matters entails the following:-

- (a) Stakeholder prioritisation
- (b) Materiality assessment of sustainability matters

#### **3.1. Stakeholder prioritisation and key stakeholder engagement**

Our Group has established collaborative platforms with stakeholders to evaluate their ability to exercise influence over together with their financial and non-financial dependence on our Group. Meaningful engagements with stakeholders enhance our understanding of the Group's EES exposures and guide our sustainability strategy formulation of our Group, thereby creating value that resonates with the stakeholders by effectively addressing their sustainability concerns with appropriate solutions. Apart from that, the Whistleblowing Policy and Procedures which is available on Superlon's website provides a formal avenue for stakeholders to report in good faith, any genuine concerns, malpractices or criminal offences against any employee and Director within our Group without suffering any act of reprisal.

The key stakeholder groups that have above-average influence over and/or dependence on our Group and the engagement approaches taken by our Group in identifying sustainability concerns of respective key stakeholder group are as follows:-

Stakeholder group	Engagement channels	Sustainability concerns
Employees	<ul style="list-style-type: none"> <li>• Satisfaction survey</li> <li>• Dialogue &amp; engagement</li> <li>• Appraisal</li> <li>• Intranet, departmental meetings &amp; notices</li> </ul>	<ul style="list-style-type: none"> <li>• Workplace safety</li> <li>• Career progression</li> <li>• Equal opportunity and gender diversity</li> <li>• Employee benefits</li> <li>• Training</li> </ul>
Investors	<ul style="list-style-type: none"> <li>• AGM/EGM</li> <li>• Investors' briefing</li> <li>• Announcements</li> <li>• Press releases</li> <li>• Feedback on investor relations</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainability of business</li> <li>• Investor relationship</li> <li>• Outlook and prospects</li> <li>• Return on investment</li> </ul>
Customers	<ul style="list-style-type: none"> <li>• After-sales service</li> <li>• Support centre</li> <li>• Events, dialogue sessions, roadshows and engagement sessions</li> <li>• Feedback to management</li> <li>• Satisfaction survey</li> </ul>	<ul style="list-style-type: none"> <li>• Product quality</li> <li>• Customers' satisfaction</li> <li>• Price competitiveness</li> </ul>
Local community/society	<ul style="list-style-type: none"> <li>• Recruitment drives in local community</li> <li>• Philanthropic activities</li> </ul>	<ul style="list-style-type: none"> <li>• Impact of the operations have on local surroundings</li> <li>• Contribute to livelihood of local community</li> </ul>

## SUSTAINABILITY STATEMENT (CONT'D)

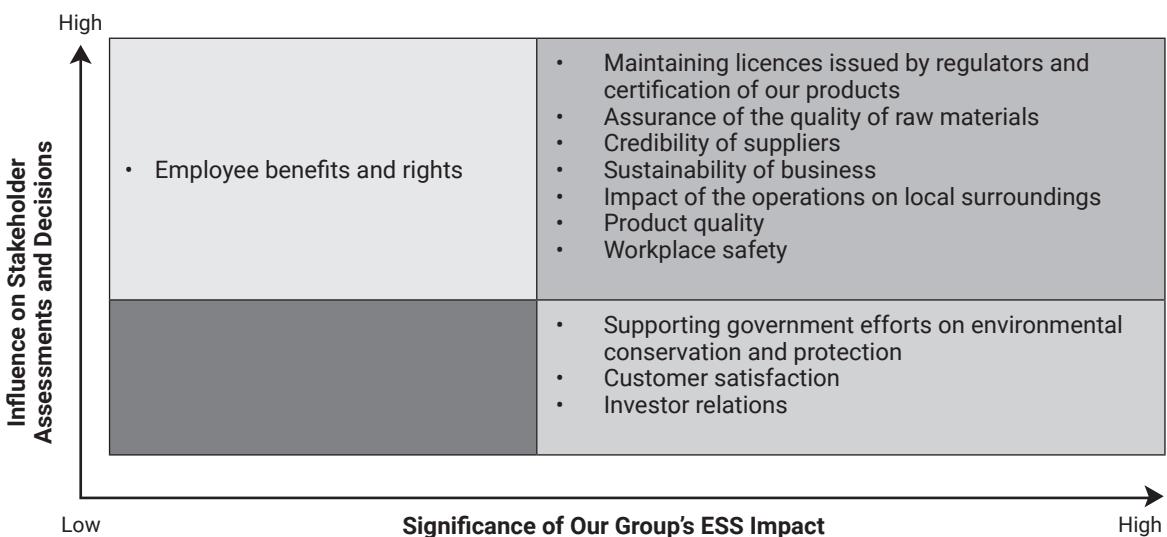
### 3. IDENTIFYING AND PRIORITISING MATERIAL SUSTAINABILITY MATTERS (CONT'D)

#### 3.1. Stakeholder prioritisation and key stakeholder engagement (Cont'd)

Stakeholder group	Engagement channels	Sustainability concerns
Supplier/contractor	<ul style="list-style-type: none"> <li>Supplier review and assessments</li> <li>Request for proposals</li> <li>Evaluations</li> <li>Relationship management</li> </ul>	<ul style="list-style-type: none"> <li>Licensed suppliers</li> <li>Price competitiveness</li> <li>Sustainability efforts of suppliers</li> </ul>
Regulators	<ul style="list-style-type: none"> <li>Compliance with listing requirements</li> <li>Compliance with industry standards</li> <li>Formal meetings</li> </ul>	<ul style="list-style-type: none"> <li>Maintaining licences issued by regulator and certification of our products</li> </ul>
Governments	<ul style="list-style-type: none"> <li>Formal meetings</li> <li>Seminar &amp; forums</li> <li>Collaboration programme</li> <li>Discussions on government initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Supporting government efforts on environmental conservation and protection</li> <li>Laws and regulations</li> <li>Code of conduct, anti-bribery and corruption policy, whistleblowing policy and procedures, conflict of interests policy</li> </ul>

#### 3.2. Materiality assessment of sustainability matters

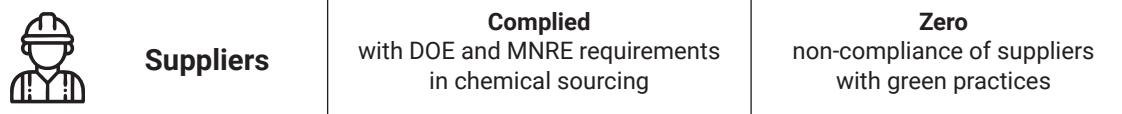
Superlon conducts regular reviews on the list of material sustainability matters and formulates a prioritisation map. This process considers the significance of our Group's ESS impact as well as the influence of each material sustainability matter on stakeholder assessments and decisions:-



## SUSTAINABILITY STATEMENT (CONT'D)

### 4. MANAGING MATERIAL SUSTAINABILITY MATTERS

#### 4.1. Responsible sourcing



Our Group integrates multiple considerations into procurement process, including product quality, delivery timelines as well as environmental and social responsibility of the suppliers. We believe that a sustainable supply chain is essential to the creation of long-term corporate value of our Group. Through responsible procurement practices, we aim to enhance our resilience and competitive positioning.

Key material sustainability matters	Sustainability efforts and/or achievements
<b>Product quality</b>	Our research and development team is responsible for the production, planning and control of the raw materials at the manufacturing facilities. To ensure the raw materials consistently meet with our quality requirements, formalised procedures are implemented for new suppliers screening with periodic assessments of on-going suppliers.
<b>Credibility of suppliers</b>	Our Group sources chemicals from suppliers which are approved by the DOE and MNRE as a measure to prioritise the safety and quality of our products. To ensure compliance with government requirements as well as our sustainable policies, we periodically inspect relevant licences and/or certifications of our suppliers. This includes ensuring that new suppliers are aware of and abide by Superlon's Anti-bribery and Corruption Policy and other operational policies, amongst others, ISO 14001 : 2015 Environmental Management System Standard.
<b>Assurance of the quality of raw materials supplied</b>	We have implemented a supplier rating system to monitor various aspects including the products, services and environmental compliance of the suppliers. Additionally, we conduct root-cause analysis to track and rectify the issues associated with relevant suppliers. During FYE 2025, we did not observe any issue associated with the non-compliance of suppliers with green practices.

## SUSTAINABILITY STATEMENT (CONT'D)

### 4. MANAGING MATERIAL SUSTAINABILITY MATTERS (CONT'D)

#### 4.2. Customers' expectation



##### Customers

**ALL customer complaints satisfactorily resolved**

**Outperformed**  
the target score set for responsiveness to customer needs

With exports spanning multiple regions, maintaining competitive pricing is crucial for meeting customer demands. Pricing decisions are affected by variables including raw material prices and geopolitical factors. Integrating EES considerations such as customers' health and safety needs as well as minimising the environmental footprint of our products could enhance our branding and attract the interest of customers seeking to purchase our green products.

Key material sustainability matters	Sustainability efforts and/or achievements
<b>Customers' satisfaction</b>	<p><b>Competitive practice</b> In the face of global competition and the increasing interest of customers on price competitiveness, our Group continuously seeks improvement in pricing strategies through customers' feedback while maintaining a healthy profit margin. We believe that a competitive environment will shape us into a market leader with growing market share and customer loyalty within the NBR manufacturing industry.</p> <p><b>Resolving grievance of customers</b> Customer satisfaction is central to our Group's operating philosophy. We provide various communication channels, both verbal or written, to gather customers' feedback on the products and services offered by any company within our Group. Customers' complaints are tracked, analysed, actively followed up and documented to drive our improvement in customer satisfaction and to constantly monitor the remedial actions implemented.</p> <p><b>Transparency of product information</b> We provide comprehensive product information, including specifications, characteristics and application, with pictures of products, on the company website and product brochures for public awareness and for existing and prospective clients to make informed purchasing decisions. Material safety data sheets detailing the information of product description and composition, way of handling and storing the products and other necessary considerations as well as installation manuals are provided to customers upon the purchase of products.</p> <p>Product seminars are regularly conducted to educate the consumers about product knowledge and provide guidance on the proper installation and the safe usage of the products by taking into consideration the substances that can potentially cause environmental or social impact. Our Group educates the social and environmental benefits of the products during the seminars to address the sustainability concerns of the consumers and drive their interest in buying green.</p>

## SUSTAINABILITY STATEMENT (CONT'D)

### 4. MANAGING MATERIAL SUSTAINABILITY MATTERS (CONT'D)

#### 4.3. Compliance



#### Governments/ Regulators

**Complied**  
with the environmental standards  
of DOE and MNRE

**Maintain**  
necessary licences and  
certification of products

Our Group established policies and procedures to adhere to regulatory requirements and combat corruption, fostering good corporate governance practices. Our eco-friendly thermal insulation products prolong the operational life of households' air-conditioning systems, thereby contributing to environmental conservation and protection.

Key material sustainability matters	Sustainability efforts and/or achievements						
<b>Maintaining licences issued by regulators and certification of our products</b>	<p>Our Group has obtained the necessary licences to ensure the continuity of business operations. In addition to being licensed by the local authorities to operate, we have received numerous international certifications that enhance our market coverage capability, including:-</p> <ul style="list-style-type: none"> <li>(a) ISO 9001:2015 – International Quality Management System Standard;</li> <li>(b) ISO 14001:2015 – Environmental Management System Standard;</li> <li>(c) FM Approvals Class : 4924;</li> <li>(d) TÜV SÜD PSB;</li> <li>(e) Sirim QAS International;</li> <li>(f) Certificate of Approval from Jabatan Bomba and Penyelamat Malaysia;</li> <li>(g) Certificate of product conformity with 2023 Al Sa'fat Dubai Green Building Evaluation System;</li> <li>(h) UL 2818 - 2022 Standard for chemical emissions for building materials, finishes and furnishings;</li> <li>(i) UL 2818 - 2022 Gold standard for chemical emissions for building materials, finishes and furnishings;</li> <li>(j) UL 94 Standard for tests for flammability of plastic materials for parts in devices and appliances;</li> <li>(k) Singapore green building product certificates;</li> <li>(l) Korean standard specification for elastomeric foam thermal insulation material; and</li> <li>(m) Other certifications.</li> </ul>						
<b>Supporting government efforts on environmental conservation and protection</b>	<p><b><u>Monitoring of noise and gas emission</u></b></p> <p>The Environmental Quality Act and the Law on Environmental Protection are complied with via promoting an environmentally sound and sustainable development as advocated by the governments of Malaysia and Vietnam respectively. Annual internal assessments are conducted to detail the likely impacts of its operation to the environment. Recognising the potential impact of the noise and hazardous gas emitted by our factories to the surrounding due to daily manufacture of rubber thermal insulation, we have implemented monitoring procedures and control mechanisms to mitigate these emissions.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center; padding: 5px;"><b>Noise level regulated by DOE</b></th> <th style="text-align: center; padding: 5px;"><b>Noise level regulated by MNRE</b></th> </tr> </thead> <tbody> <tr> <td style="text-align: center; padding: 5px;">  Day      &lt;75 dBA                 </td> <td style="text-align: center; padding: 5px;">  Factory      &lt;85 dBA                 </td> </tr> <tr> <td style="text-align: center; padding: 5px;">  Night      &lt;75 dBA                 </td> <td style="text-align: center; padding: 5px;">  Office      &lt;65 dBA                 </td> </tr> </tbody> </table>	<b>Noise level regulated by DOE</b>	<b>Noise level regulated by MNRE</b>	Day      <75 dBA	Factory      <85 dBA	Night      <75 dBA	Office      <65 dBA
<b>Noise level regulated by DOE</b>	<b>Noise level regulated by MNRE</b>						
Day      <75 dBA	Factory      <85 dBA						
Night      <75 dBA	Office      <65 dBA						

## SUSTAINABILITY STATEMENT (CONT'D)

### 4. MANAGING MATERIAL SUSTAINABILITY MATTERS (CONT'D)

#### 4.3. Compliance (Cont'd)

<b>Key material sustainability matters</b>	<b>Sustainability efforts and/or achievements</b>					
<b>Supporting government efforts on environmental conservation and protection (Cont'd)</b>	<p><b><u>Monitoring of noise and gas emission (Cont'd)</u></b></p> <p>Our Group engages accredited laboratories annually to measure the noise level within our factories. We are pleased to report that the noise level of each factory examined during FYE 2025 are compliant with the limits of DOE and MNRE. In addition, the noise impacts from the factories are not considered significant to the surrounding areas particularly at residential settlements due to their distant locations. Our Group will continue to monitor noise levels to facilitate compliance and mitigate any negative impact on the surrounding community.</p> <p><b><u>Gas emissions from manufacturing facilities</u></b></p> <table border="0"> <tr> <td style="text-align: center;">Dark smoke: Within limit</td> <td style="text-align: center;">Non methane volatile organic compounds: &lt;150 mg/m³</td> <td style="text-align: center;">Particulate emitted: &lt;150 mg/m³</td> <td style="text-align: center;">Other gaseous substances: Within limit</td> <td style="text-align: center;">Dust: &lt; 200 mg/Nm³</td> </tr> </table> <p>Our Group is committed to environmental protection through the installation of the filter and exhaust system at each factory to filter and remove solid particles before discharging the smoke that arose from production to the external atmosphere. Regular maintenance is scheduled to ensure that the combustion systems are able to function effectively and consistently, to minimise the odd chances of occurring accidental leakages and fugitive emission.</p> <p>We engage accredited laboratories annually to report on air emission of each factory in operation. The smoke, particulate matter and gaseous substances emitted from every factory in operation during FYE 2025 were within the limits set out in the Environmental Quality (Clean Air) Regulations 2014 and the Law on Environmental Protection. Superlon's high priority on managing its air pollution impacts over the years has been demonstrated by the gas substances observed from air discharged, which were vastly lower than the standard set by DOE and MNRE, demonstrating the effectiveness of combustion practice.</p> <p>As with wastewater, our Group is very stringent on its processes when it comes to discharging any by-products into the environment.</p> <p><b><u>Reduction and treatment of waste</u></b></p> <p>Aimed at reducing the environmental footprint of products, our Group has been implementing a truck racking system allowing for materials to be delivered without packaging locally. On top of waste minimalisation, we are proud to report that the adoption of the truck racking system had improved the savings in our costs for local sales by 4.13% in FYE 2025. Besides that, disposal of non-hazardous waste comprising domestic waste and recyclable waste is handled by licensed disposers while hazardous waste regulated under the Environmental Quality (Scheduled Wastes) Regulations 2005 and Law on Environmental Protection is disposed off using contractors licensed by DOE and MNRE. E-waste is disposed off for recycling via accredited vendors.</p>	Dark smoke: Within limit	Non methane volatile organic compounds: <150 mg/m³	Particulate emitted: <150 mg/m³	Other gaseous substances: Within limit	Dust: < 200 mg/Nm³
Dark smoke: Within limit	Non methane volatile organic compounds: <150 mg/m³	Particulate emitted: <150 mg/m³	Other gaseous substances: Within limit	Dust: < 200 mg/Nm³		

## SUSTAINABILITY STATEMENT (CONT'D)

### 4. MANAGING MATERIAL SUSTAINABILITY MATTERS (CONT'D)

#### 4.4. Corporate social responsibility



Our Group takes cognisance of the importance of the social pillar. We strive to uplift and strengthen our local community by prioritising local suppliers, fostering career opportunities within the community as well as actively participating in philanthropy and volunteering activities. We believe that Superlon could bring goodwill to internal and surrounding stakeholders by contributing and supporting community needs.

Key material sustainability matters	Sustainability efforts and/or achievements			
Impact of the operations on local surroundings	<u>Hire locals in the neighbourhood and talent retention</u>			
		<b>60%</b> overall retention rate		<b>80%</b> of workforce are factory workers
		<b>69%</b> office staff retention rate		<b>80%</b> of the local staff live within 10km radius from Superlon
<p>Our Group actively promotes the employment of the local workforce whenever feasible, demonstrating our commitment to developing local labour skills. This approach not only creates job opportunities within the local community but also offers cost advantages via the reduction of recruitment expenses and lower employee turnover rates. We believe these initiatives enhance the attractiveness of our Group as an employer.</p> <p><b><u>Being supportive of local suppliers</u></b></p> <p>Our Group prefers to partner with qualified and licensed local suppliers located near our operations. This strategy aims to support the growth of local businesses, lower transportation costs and reduce environmental impact. Our operations in Malaysia and Vietnam aim to source materials from suppliers within the same locality whilst balancing dependency on any single supplier. Currently, approximately 49% of the local purchases are from various suppliers within the locality.</p> <p><b><u>Community investment</u></b></p> <p>As part of our community investment, monetary contributions were made during FYE 2025 to various charitable organisations including Persatuan Perayaan Por Tor, Police Administrative and Civilian Staff Union (PACSU) as well as Berita Kesatuan Pekerja Bomba dan Penyelamat. Additionally, we offer practical training opportunities to undergraduates from local universities, nurturing them to gain valuable hands-on experience in the industry.</p>				

## SUSTAINABILITY STATEMENT (CONT'D)

### 4. MANAGING MATERIAL SUSTAINABILITY MATTERS (CONT'D)

#### 4.5. Employee Interest



##### **Employees**

**Zero**  
labour or human rights issue

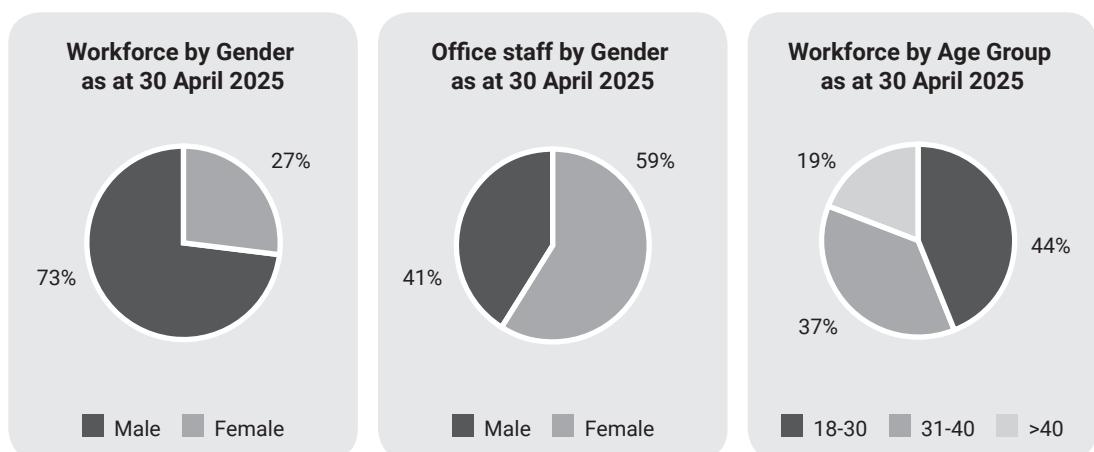
**100%**  
employees received trainings

Our Group operates in a labour-intensive manufacturing industry and prioritises investing in the safety, health and development of our employees. We ensure the well-being of our workforce by maintaining a safe, fair and equitable working environment and we uphold labour rights for all employees in accordance with relevant employment laws. We have implemented occupational health and safety procedures as well as conducting internal and external training programmes for the employees to look after their well-being.

#### 4.5.1. Employee benefits and rights

##### Workforce diversity

We value our employees and promote diversity at all levels within our Group. We do not discriminate on race, gender or age in our hiring practices, prioritising on competency and reliability of all potential candidates.



While our Group values diverse opinions and perspectives contributed by women and individuals from different age groups, we recognise that women are typically less inclined to pursue employment as factory workers due to the nature of the work involved. Consequently, male and younger workers constitute a larger portion of the workforce. Nonetheless, we are able to maintain the gender balance in our office hire with a majority of our office workforce represented by women. Our Group remains dedicated to hiring workers based on their competency and qualifications.

## SUSTAINABILITY STATEMENT (CONT'D)

### **4. MANAGING MATERIAL SUSTAINABILITY MATTERS (CONT'D)**

#### **4.5. Employee Interest (Cont'd)**

##### **4.5.1. Employee benefits and rights (Cont'd)**

###### **Well-being**

Recognising the importance of employee health to a resilient workforce, we strive to positively support the well-being of employees which include the following:-

###### **MEDICAL CARE**

- An employee is entitled to the disbursement of the medical expenses in respect of the sick leave taken
- An employee is entitled to the disbursement of the specialist treatment within limits

###### **INSURANCE**

- Our employees are covered by various schemes including the government social security protection scheme, our Group's hospitalisation and surgical insurance policy and/or the foreign worker compensation and hospitalisation scheme
- Personal accident insurance coverage is provided to eligible employees

###### **AWARDS AND INCENTIVES**

- Annual evaluation is conducted to review the performance of the employees. Bonus, salary increment and promotion are determined based on key performance indicators and the consensus between the respective head of department and the Managing Director
- Eligible employees who perform overtime as and when requested by our Group are compensated by overtime wages
- Award and incentive are given to the three best foreign worker hostel selected yearly with improvement / good in upkeeping the hostel condition
- Award and incentive are given to employee with the best attendance throughout the month
- Long service awards and incentives are given to employees who have worked with the company for ten years and rewarded every five years afterward
- Employee share scheme forms part of our remuneration package to incentivise and retain our employees

###### **Employee safeguarding**

Our Group adheres to labour laws and strictly applies the codes of practice related to employment practices. We ensure fair treatment in the workplace guided by our employment handbook and contracts outlining the terms of employment and compensation. During the on-boarding session, all new employees will receive a briefing on employee rights. Furthermore, our employee handbook provides clear guidance and grievance procedures on various matters.

###### **4.5.2. Workplace safety**

###### **Prohibition of child and forced labour**

Our Group complies with the legal requirements on the minimum employment age as defined by the labour law and ensures that all employees are above eighteen years old. We have zero tolerance for forced or compulsory labour. We only place the factory workers in jobs where they possess the necessary capabilities. Moreover, we comply with the minimum wage set by the government. To enhance our operational performance, we utilise the employee face recognition attendance software, track overtime hours and observe the rest days.

## SUSTAINABILITY STATEMENT (CONT'D)

### 4. MANAGING MATERIAL SUSTAINABILITY MATTERS (CONT'D)

#### 4.5. Employee Interest (Cont'd)

##### 4.5.2. Workplace safety (Cont'd)

###### Training

###### Key Trainings



On-the-job trainings are provided to equip the factory workers with adequate capabilities and skills in carrying out their responsibilities. Subsequent trainings are provided to workers every 6 months to reinforce their knowledge and skills. Scheduled shift rotation are implemented as part of the production process to allow sufficient rest for all workers and minimise the risk of injuries. In addition, Superlon targets to upskill employees on ESG issues by providing training or courses to foster their awareness towards the latest ESG development in the coming financial years.

###### Safe working environment

Safety issues will always be prioritised in the agenda of the staff meetings and the key performance indicator in employees' performance evaluation. Training and meetings pertaining to safety and health are conducted regularly. Other safety trainings including emergency drills are also conducted for employees to increase vigilance.

As a measure to limit accidents, employees wear mandatory safety gear such as safety goggles, gloves, boots and face masks when entering the factory area. Supervisors at the factory closely monitor the work practices performed by the employees to ensure strict adherence to safety procedures. Additionally, random medical surveillance is performed on selected employees exposed to the raw materials on an annual basis.

Our safety procedures have been enhanced with the standard operating procedures ("SOPs") recommended by the government during Covid-19 pandemic. Employees are reminded to comply with the SOPs and maintain hygiene. The Covid-19 pandemic saw the introduction of new risk and our Group will improvise the standard precautions as and when required in the face of any potential spread of infectious diseases.

## SUSTAINABILITY STATEMENT (CONT'D)

### **4. MANAGING MATERIAL SUSTAINABILITY MATTERS (CONT'D)**

#### **4.5. Employee Interest (Cont'd)**

##### **4.5.2. Workplace safety (Cont'd)**

###### **Safe working environment (Cont'd)**

Accordingly, we stay alert and continue to apply the key measures, including but not limited to:-

- (a) Pre-planning or timely planning by senior management for unexpected situations e.g. closure of factory, staff inability to report for work;
- (b) Awareness training provided to all employees on SOPs and preventive measures;
- (c) Personal protective equipment such as face masks and alcohol-based sanitisers are made available to employees if required; and
- (d) Regular sanitisation of common touchpoints, locations and public areas.

#### **4.6. Investors' interest**

We foster strong relationships with shareholders and investors through regular and effective communication, assigning dedicated key contacts to address their issues and concerns promptly. Our investor relations section which is on the Company's website provides relevant corporate information including the board charter, annual reports, and announcements made to Bursa Securities, ensuring investors are well-informed about significant developments within our Group.

Our Group's senior management is committed to engaging with analysts periodically to convey the past performance, strategy and future plans of our Group. During the AGM, any queries posed by the minority shareholder watch group are made transparent in the presence of the shareholders and addressed.

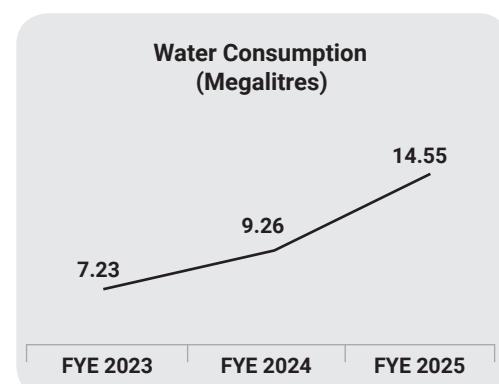
#### **4.7. Other sustainability efforts**

Our Group is aware of the impact of thermal insulation manufacturing activities on the environment and strives to diligently monitor our water and electricity consumption:

###### **Water consumption**

In FYE 2025, water consumption rose to 14.55 megalitres ("ML") (FY2024: 9.26 ML) primarily driven by increase in production shifts alongside with more frequent machinery maintenance work. These activities were undertaken to meet the demand for our insulation products during the financial year.

We are committed to environmental sustainability and continuously seek opportunities to recycle water in our factory operations. Additionally, we actively promote water conservative awareness among employees.



## SUSTAINABILITY STATEMENT (CONT'D)

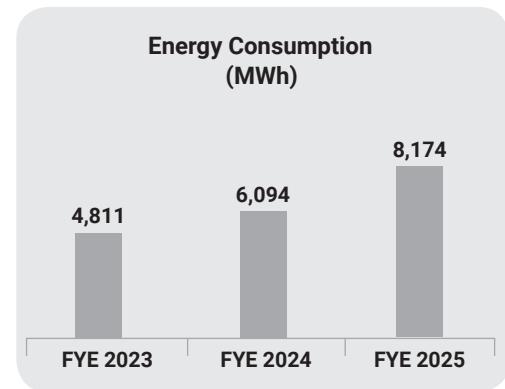
### 4. MANAGING MATERIAL SUSTAINABILITY MATTERS (CONT'D)

#### 4.7. Other sustainability efforts (Cont'd)

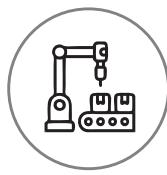
##### Energy consumption

Our Group recorded approximately 8,174 Megawatts hour ("MWh") (FYE 2024: 6,094 MWh) of electricity consumed by Superlon in FYE 2025. The increase in electricity consumption was mainly as a result of more production shifts scheduled and the higher utilisation rate of machineries and equipment for our manufacturing operations.

To support and conserve electricity usage, Superlon actively identifies opportunities including reliance of green energy and adoption of smart LED lighting systems to improve our energy efficiency, taking into consideration both the long-term financial and non-financial implications.



##### Water and electricity savings initiatives



Optimising the electricity usage of the production lines



Encouraging a standard air conditioning temperature of 25°C to enhance energy



Monitoring water consumption of factories on a daily basis

As part of our sustainability commitment, we have been formulating water and energy conservation initiatives and promoting the environmental awareness among the employees during the financial year. In FYE 2025, various measures are implemented within the operations aiming to practise efficient usage of resources.

## SUSTAINABILITY STATEMENT (CONT'D)

### 5. PERFORMANCE DATA TABLE

The table below sets out the performance data for FYE 2023, FYE 2024 and FYE 2025, which has been reviewed and verified by the internal auditors.

Indicator	Measurement Unit	FYE 2023	FYE 2024	FYE 2025
<b>Bursa (Anti-corruption)</b>				
<b>Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category</b>				
Directors	Percentage	100%	100%	100%
Office staffs	Percentage	100%	100%	100%
Factory workers	Percentage	0% <sup>(1)</sup>	100%	100%
<b>Bursa C1(b) Percentage of operations assessed for corruption-related risks</b>	Percentage	100%	100%	100%
<b>Bursa C1(c) Confirmed incidents of corruption and action taken</b>	Number	0	0	0
<b>Bursa (Community/Society)</b>				
<b>Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer</b>	RM	900	1,200	1,900
<b>Bursa C2(b) Total number of beneficiaries of the investment in communities</b>	Number	— <sup>(2)</sup>	16	17
<b>Bursa (Diversity)</b>				
<b>Bursa C3(a) Percentage of employees by gender and age group, for each employee category</b>				
Age Group by Employee Category				
Directors Under 30	Percentage	0%	0%	0%
Directors Between 30-40	Percentage	25%	13%	13%
Directors Above 40	Percentage	75%	88%	88%
Office staffs Under 30	Percentage	33%	37%	31%
Office staffs Between 30-40	Percentage	35%	31%	35%
Office staffs Above 40	Percentage	33%	33%	33%
Factory workers Under 30	Percentage	44%	44%	48%
Factory workers Between 30-40	Percentage	38%	38%	38%
Factory workers Above 40	Percentage	18%	18%	14%
Gender Group by Employee Category				
Directors Male	Percentage	75%	75%	75%
Directors Female	Percentage	25%	25%	25%
Office staffs Male	Percentage	37%	37%	41%
Office staffs Female	Percentage	63%	63%	59%
Factory workers Male	Percentage	86%	76%	80%
Factory workers Female	Percentage	14%	24%	20%

**SUSTAINABILITY STATEMENT  
(CONT'D)**

**5. PERFORMANCE DATA TABLE (CONT'D)**

Indicator	Measurement Unit	FYE 2023	FYE 2024	FYE 2025
<b>Bursa C3(b) Percentage of directors by gender and age group</b>				
Male	Percentage	75%	75%	75%
Female	Percentage	25%	25%	25%
Under 30	Percentage	0%	0%	0%
Between 30-40	Percentage	25%	13%	13%
Above 40	Percentage	75%	88%	88%
<b>Bursa (Energy management)</b>				
<b>Bursa C4(a) Total energy consumption</b>	Megawatt	4,811	6,094	8,174
<b>Bursa (Health and safety)</b>				
<b>Bursa C5(a) Number of work-related fatalities</b>	Number	0	0	0
<b>Bursa C5(b) Lost time incident rate ("LTIR")</b>	Rate	0	0	0
<b>Bursa C5(c) Number of employees trained on health and safety standards</b>	Number	295	382	406
<b>Bursa (Labour practices and standards)</b>				
<b>Bursa C6(a) Total hours of training by employee category</b>				
Directors	Hours	119	122	269
Office staffs	Hours	1,463	1,508	2,397
Factory workers	Hours	2,729	2,313	2,977
<b>Bursa C6(b) Percentage of employees that are contractors or temporary staff</b>	Percentage	0%	0%	0%
<b>Bursa C6(c) Total number of employee turnover by employee category</b>				
Directors	Number	0	1	0
Office staffs	Number	12	11	16
Factory workers	Number	62	96	97
<b>Bursa C6(d) Number of substantiated complaints concerning human rights violations</b>	Number	0	0	0
<b>Bursa (Supply chain management)</b>				
<b>Bursa C7(a) Proportion of spending on local suppliers</b>	Percentage	66%	50%	49%
<b>Bursa (Data privacy and security)</b>				
<b>Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data</b>	Number	0	0	0

## SUSTAINABILITY STATEMENT (CONT'D)

### 5. PERFORMANCE DATA TABLE (CONT'D)

Indicator	Measurement Unit	FYE 2023	FYE 2024	FYE 2025
<b>Bursa (Water)</b>				
<b>Bursa C9(a) Total volume of water used</b>	Megalitres	7.23	9.26	14.55
<b>Bursa (Waste management)</b>				
<b>Bursa C10(a) Total waste generated</b>	Metric tonnes	1,908	2,178	3,928
<b>Bursa C10(a)(i) Total waste diverted from disposal</b>	Metric tonnes	271	435	848
<b>Bursa C10(a)(ii) Total waste directed to disposal</b>	Metric tonnes	1,637	1,743	3,080
<b>Bursa (Emissions management)</b>				
<b>Bursa C11(a) Scope 1 emissions in tonnes of CO<sub>2</sub>e</b>	Metric tonnes	— <sup>(3)</sup>	— <sup>(3)</sup>	111
<b>Bursa C11(b) Scope 2 emissions in tonnes of CO<sub>2</sub>e</b>	Metric tonnes	— <sup>(3)</sup>	— <sup>(3)</sup>	1,690
<b>Bursa C11(c) Scope 3 emissions in tonnes of CO<sub>2</sub>e (at least for the categories of business travel and employee commuting)</b>	Metric tonnes	— <sup>(3)</sup>	— <sup>(3)</sup>	193

Notes:

- (1) Superlon started to provide anti-corruption training for factory workers in FYE 2024
- (2) The total number of beneficiaries could not be reliably estimated
- (3) Superlon started to track the CO<sub>2</sub> emission in FYE 2025

# FINANCIAL **STATEMENTS**

## FINANCIALS

Directors' Report .....	<b>51</b>
Statement by Directors .....	<b>59</b>
Statutory Declaration .....	<b>59</b>
Independent Auditors' Report .....	<b>60</b>
Statements of Financial Position.....	<b>63</b>
Statements of Profit or Loss and Other Comprehensive Income.....	<b>64</b>
Statements of Changes in Equity .....	<b>66</b>
Statements of Cash Flows.....	<b>69</b>
Notes to the Financial Statements .....	<b>71</b>

## DIRECTORS' REPORT

The directors hereby submit their report and the audited financial statements of the Group and of the Company for the financial year ended 30 April 2025.

### **PRINCIPAL ACTIVITIES**

The Company is principally engaged in the business of investment holding and provision of management services. The information on the name, principal activities, place of incorporation, and percentage of issued share capital held by the holding company in each subsidiary company are set out in the 'subsidiaries' section of this report. There have been no significant changes in the nature of these principal activities during the financial year.

### **RESULTS**

	<b>The Group</b> <b>RM</b>	<b>The Company</b> <b>RM</b>
Profit/(Loss) after taxation for the financial year	12,383,221	(1,265,484)

### **DIVIDENDS**

Dividends paid or declared by the Company since 30 April 2024 are as follows:-

A first interim dividend of approximately 0.75 sen per ordinary share on 158,593,842 ordinary shares amounting to RM 1,189,454 in respect of the financial year ended 30 April 2025 was declared on 28 June 2024 and subsequently paid on 26 August 2024. The payment was made to shareholders whose names appeared in the Company's Record of Depositors on 29 July 2024.

A second interim dividend of approximately 0.75 sen per ordinary share on 158,593,842 ordinary shares amounting to RM 1,189,454 in respect of the financial year ended 30 April 2025 was declared on 4 December 2024 and subsequently paid on 30 December 2024. The payment was made to shareholders whose names appeared in the Company's Record of Depositors on 19 December 2024.

A special interim dividend of approximately 1.25 sen per ordinary share on 158,593,842 ordinary shares amounting to RM 1,982,423 in respect of the financial year ended 30 April 2025 was declared on 4 December 2024 and subsequently paid on 30 December 2024. The payment was made to shareholders whose names appeared in the Company's Record of Depositors on 19 December 2024.

The directors do not recommend the payment of any final dividends for the financial year ended 30 April 2025.

On 26 June 2025, the Company declared an interim dividend of approximately 0.75 sen per ordinary share on 158,593,842 ordinary shares amounting to RM 1,189,454 in respect of the financial year ending 30 April 2026 and payable on 22 August 2025 to shareholders whose names appeared in the Company's Record of Depositors on 28 July 2025. The financial statements for the current financial year do not reflect this interim dividend. Such dividend will be accounted for in equity as an appropriation of retained profits in the financial year ending 30 April 2026.

### **RESERVES AND PROVISIONS**

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

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

**ISSUES OF SHARES AND DEBENTURES**

During the financial year:-

- (a) there were no changes in the issued and paid-up share capital of the Company; and
- (b) there were no issues of debentures by the Company.

**TREASURY SHARES**

As at 30 April 2025, the Company held as treasury shares a total of 1,406,158 of its 160,000,000 issued and fully paid-up ordinary shares. The treasury shares are held at a carrying amount of RM 541,698.

**OPTIONS GRANTED OVER UNISSUED SHARES**

During the financial year, no options were granted by the Company to any person to take up any unissued shares in the Company except for the share options granted pursuant to the Company's Employees' Share Scheme below.

**EMPLOYEES' SHARE SCHEME**

The Employees' Share Scheme of the Company ("ESS") is governed by the ESS By-Laws and was approved by shareholders on 25 September 2024. The ESS is to be in force for a period of 5 years effective from 30 December 2024.

- (a) The main features of the ESS are as follows:
  - (i) The ESS entails granting eligible persons the right to receive new and/or existing ordinary shares of the Company via granting of shares and/or ESS options with the right to subscribe for new and/or existing ordinary shares in the Company.
  - (ii) Eligible persons are Directors (including non-executive Directors but shall not include alternate and/or substitute Directors) and/or employees of the Group (excluding dormant subsidiaries) who meet the criteria of eligibility for participation in the ESS.
  - (iii) The total number of ordinary shares of the Company, which may be made available under the scheme shall not in aggregate be more than 10% of the total number of issued shares of the Company (excluding treasury shares) at any one time during the duration of the scheme.
  - (iv) The exercise price of the ESS options shall be determined by the Board upon recommendation by the Company's option committee based on the 5-day volume weighted average market price of ordinary shares of the Company immediately preceding the offer date of the award pursuant to the ESS, with a discount of not more than 10% or such other percentage of discount as may be permitted by Bursa Malaysia Securities Berhad ("Bursa Securities") and/or any other relevant authorities from time to time or such minimum price payable for shares under a share issuance scheme as may be permitted by the provision of the Companies Act 2016 and Bursa Securities' Main Market Listing Requirements.
  - (v) The ordinary shares of the Company to be allotted and issued and/or transferred from treasury shares (as the case may be) upon the vesting of the shares granted and/or upon the exercise of the ESS options, shall upon allotment and issuance and/or transfer from treasury shares (as the case may be), carry the same rights with existing ordinary shares of the Company, save and except that the shares so issued and/or transferred will not be entitled for any dividends, rights, allotments and/or other distribution declared, made or paid to shareholders of the Company, the entitlement date of which is prior to the date of allotment or transfer of the shares.

DIRECTORS'  
REPORT  
(CONT'D)

### **EMPLOYEES' SHARE SCHEME (CONT'D)**

(b) The exercise price and the details in the movement of the options granted are as follows:-

<b>Date of offer</b>	<b>Exercise Price</b>	<b>Remaining Contractual Life of Options</b>	<b>Number of Options over Ordinary Shares</b>			<b>At 30.04.2025</b>
			<b>At 01.05.2024</b>	<b>Granted</b>	<b>Exercised</b>	
3 February 2025	RM0.81	5 years	-	1,408,800	-	1,408,800

The fair value of the share options granted were estimated using a Black-Scholes option pricing model, taking into account the terms and conditions upon which the options were granted. The fair value of the shares options measured at grant date and the assumptions used are as follows:-

	<b>The Group and The Company</b>	<b>2025</b>	<b>2024</b>
Fair value of share options at the grant date (RM)	0.2255	-	-
Weighted average ordinary shares price (RM)	0.89	-	-
Exercise price of share option (RM)	0.81	-	-
Expected volatility (%)	26.47	-	-
Expected life (years)	5	-	-
Risk free rate (%)	3.81	-	-
Expected dividend yield (%)	2.98	-	-

### **BAD AND DOUBTFUL DEBTS**

Before the financial statements of the Group and of the Company were made out, the directors took reasonable steps to ascertain that action had been taken in relation to the writing off of bad debts and the making of allowance for impairment losses on receivables and satisfied themselves that all known bad debts had been written off and that adequate allowance had been made for impairment losses on receivables.

At the date of this report, the directors are not aware of any circumstances that would require the further writing off of bad debts, or the additional allowance for impairment losses on receivables in the financial statements of the Group and of the Company.

### **CURRENT ASSETS**

Before the financial statements of the Group and of the Company were made out, the directors took reasonable steps to ensure that any current assets, which were unlikely to be realised in the ordinary course of business, including their value as shown in the accounting records of the Group and of the Company, have been written down to an amount which they might be expected so to realise.

At the date of this report, the directors are not aware of any circumstances which would render the values attributed to the current assets in the financial statements misleading.

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

**VALUATION METHODS**

At the date of this report, the directors are not aware of any circumstances which have arisen which render adherence to the existing methods of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.

**CONTINGENT AND OTHER LIABILITIES**

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

- (a) any charge on the assets of the Group and of the Company that has arisen since the end of the financial year which secures the liabilities of any other person; or
- (b) any contingent liability of the Group and of the Company which has arisen since the end of the financial year.

No contingent or other liability of the Group and of the Company has become enforceable or is likely to become enforceable within the period of twelve months after the end of the financial year which, in the opinion of the directors, will or may substantially affect the ability of the Group and of the Company to meet their obligations when they fall due.

**CHANGE OF CIRCUMSTANCES**

At the date of this report, the directors are not aware of any circumstances not otherwise dealt with in this report or the financial statements of the Group and of the Company which would render any amount stated in the financial statements misleading.

**ITEMS OF AN UNUSUAL NATURE**

The results of the operations of the Group and of the Company during the financial year were not, in the opinion of the directors, substantially affected by any item, transaction or event of a material and unusual nature other than the impairment losses on trade receivables.

There has not arisen in the interval between the end of the financial year and the date of this report any item, transaction or event of a material and unusual nature likely, in the opinion of the directors, to affect substantially the results of the operations of the Group and of the Company for the financial year in which this report is made.

**DIRECTORS**

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

Liu Lee, Hsiu-Lin (Also known as Jessica Hsiu-Lin Liu)  
 Liu Han-Chao  
 Liu Jeremy  
 Ongi Cheng San  
 Chun Kwong Pong  
 Lin, Po-Chih  
 Lim Wai Loong  
 Lee Mei Hsiang

The names of directors of the Company's subsidiaries who served during the financial year and up to the date of this report, not including those directors mentioned above, are as follows:-

Liu Pau-Line  
 Lim E @ Lim Hoon Nam  
 Koo Thien Yui

DIRECTORS'  
REPORT  
(CONT'D)

### DIRECTORS' INTERESTS

According to the register of directors' shareholdings, the interests of directors holding office at the end of the financial year in shares, options over unissued shares or debentures of the Company and its related corporations during the financial year are as follows:-

#### The Company

		Number of Ordinary Shares			
		At 01.05.2024	Bought	Sold	At 30.04.2025
Liu Lee, Hsiu-Lin (Also known as Jessica Hsiu-Lin Liu)	- Direct	35,860,548	-	-	35,860,548
	- Indirect <sup>(1)</sup>	14,280,000	-	-	14,280,000
Liu Han-Chao	- Direct	7,140,000	-	-	7,140,000
	- Indirect <sup>(2)</sup>	35,860,548	-	-	35,860,548
Liu Jeremy	- Direct	7,140,000	-	-	7,140,000
	- Indirect <sup>(2)</sup>	35,860,548	-	-	35,860,548
Ongi Cheng San	- Direct	132,204	-	-	132,204
Lin, Po-Chih	- Direct	4,865,100	10,000	-	4,875,100
Chun Kwong Pong	- Direct	1,000,000	-	-	1,000,000

	Number of Options under ESS			
	At 01.05.2024	Granted	Exercised	At 30.04.2025
Liu Lee, Hsiu-Lin (Also known as Jessica Hsiu-Lin Liu)	-	140,000	-	140,000
Liu Han-Chao	-	140,000	-	140,000
Liu Jeremy	-	140,000	-	140,000
Ongi Cheng San	-	140,000	-	140,000
Chun Kwong Pong	-	7,000	-	7,000
Lin, Po-Chih	-	7,000	-	7,000
Lim Wai Loong	-	7,000	-	7,000
Lee Mei Hsiang	-	6,000	-	6,000

#### Notes :-

- (1) Deemed interest by virtue of her sons, Liu Han-Chao's and Liu Jeremy's direct interest in the Company.
- (2) Deemed interest by virtue of their mother, Liu Lee, Hsiu-Lin (Also known as Jessica Hsiu-Lin Liu)'s direct interest in the Company.

By virtue of their shareholdings in the Company, Liu Lee, Hsiu-Lin (Also known as Jessica Hsiu-Lin Liu), Liu Han-Chao and Liu Jeremy are deemed to have interests in the shares in all of its subsidiaries during the financial year to the extent of the Company's interests, in accordance with Section 8 of the Companies Act 2016.

The other directors holding office at the end of the financial year had no interest in shares, options over unissued shares or debentures of the Company or its related corporations during the financial year.

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

**DIRECTORS' BENEFITS**

Since the end of the previous financial year, no director has received or become entitled to receive any benefit (other than directors' remuneration as disclosed in the "Directors' Remuneration" section of this report) by reason of a contract made by the Company or a related corporation with the director or with a firm of which the director is a member, or with a company in which the director has a substantial financial interest except for any benefits which may be deemed to arise from the following transactions:-

	<b>The Group</b> <b>RM</b>	<b>The Company</b> <b>RM</b>
<b>Subsidiaries</b>		
- Advances to	-	161,588
- Dividend income	-	(2,200,000)
- Settlement of advance	-	(1,569,500)
<b>Director</b>		
- Repayment of lease liability	43,201	-
- Interest on lease liability	2,299	-
<b>Transaction with a company in which a director has direct or indirect substantial financial interests</b>		
- Professional fees	252,200	252,200

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

**DIRECTORS' REMUNERATION**

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

	<b>The Group</b> <b>RM</b>	<b>The Company</b> <b>RM</b>
<b>Directors</b>		
<b>Directors of the Company</b>		
<b>Executive directors:-</b>		
Salaries, bonus and other benefits	2,824,180	16,250
Contribution of defined contribution benefits	458,874	-
Estimated monetary value of benefits-in-kind	64,250	-
Share option expenses	31,576	-
	3,378,880	16,250
<b>Non-executive directors:-</b>		
Fees	180,000	180,000
Other benefits	16,250	16,250
Share option expenses	1,523	1,523
	197,773	197,773
<b>Total directors' remuneration</b>	<b>3,576,653</b>	<b>214,023</b>

DIRECTORS'  
REPORT  
(CONT'D)

## INDEMNITY AND INSURANCE COST

No indemnity was given to, nor insurance effected for, the directors, officers or auditors of the Group and of the Company.

## SUBSIDIARIES

- (a) The details of the subsidiaries of the Company are as follows:-

Name of subsidiaries	Principal activities	Place of incorporation	Percentage of issued share capital held by parent
<b>Subsidiaries of the Company</b>			
Superlon Worldwide Sdn. Bhd.	Design, test and manufacture of thermal insulation materials mainly for the heating, ventilation, air-conditioning and refrigeration ("HVAC&R") industry; and trading of HVAC&R parts and equipments.	Malaysia	100%
Superlon Solutions Sdn. Bhd.	Trading of thermal insulation materials and HVAC&R parts and equipments.	Malaysia	100%
Acoustec Concept Sdn. Bhd.	Dormant.	Malaysia	100%
Superlon Singapore Private Limited ("SSGP") ^	Investment holding company.	Singapore	100%
ACR Pro Pty Ltd#	Dormant.	Australia	100%
<b>Subsidiary of SSGP</b>			
Superlon Vietnam Company Limited ^	Design, test and manufacture of thermal insulation materials mainly for the HVAC&R industry; and trading of HVAC&R parts and equipments.	Vietnam	100%

**Notes:**

^ These subsidiaries were audited by other firms of chartered accountants.

# Not required to be audited under the laws of the country of incorporation.

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

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

**AUDITORS**

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

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

	<b>The Group</b> <b>RM</b>	<b>The Company</b> <b>RM</b>
Audit fees		
- auditors of the Company	98,000	43,000
- other auditors	50,251	-
Non-audit fees	5,000	5,000
	153,251	48,000

Signed in accordance with a resolution of the directors dated 15 August 2025.

**Liu Lee, Hsiu-Lin (Also known as Jessica Hsiu-Lin Liu)**

**Liu Han-Chao**

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

We, Liu Lee, Hsiu-Lin (Also known as Jessica Hsiu-Lin Liu) and Liu Han-Chao, being two of the directors of Superlon Holdings Berhad, state that, in the opinion of the directors, the financial statements set out on pages 63 to 119 are drawn up in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as of 30 April 2025 and of their financial performance and cash flows for the financial year ended on that date.

Signed in accordance with a resolution of the directors dated 15 August 2025.

**Liu Lee, Hsiu-Lin (Also known as Jessica Hsiu-Lin Liu)**

**Liu Han-Chao**

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

I, Ongi Cheng San, MIA membership number: 30665, being the director primarily responsible for the financial management of Superlon Holdings Berhad, do solemnly and sincerely declare that the financial statements set out on pages 63 to 119 are, to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the declaration to be true, and by virtue of the Statutory Declarations Act 1960.

Subscribed and solemnly declared by  
the abovementioned Ongi Cheng San,  
at Kuala Lumpur in the Federal Territory  
on this 15 August 2025.

**Ongi Cheng San**

Before me

**SABRINA BINTI SYD MOHAMMED SEBIR**  
W 748  
Commissioner for Oaths

**INDEPENDENT AUDITORS'  
REPORT  
TO THE MEMBERS OF SUPERLON HOLDINGS BERHAD**

**REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS**

**Opinion**

We have audited the financial statements of Superlon Holdings Berhad, which comprise the statements of financial position of the Group and of the Company as at 30 April 2025 of the Group and of the Company, and the statements of profit or loss and other comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 63 to 119.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 30 April 2025, and of their financial performance and their cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

**Basis for Opinion**

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

*Independence and Other Ethical Responsibilities*

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

**Key Audit Matters**

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

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

<b>Carrying value of inventories</b> Refer to Note 10 to the financial statements	
<b>Key Audit Matter</b>	<b>How our audit addressed the Key Audit Matter</b>
The Group held inventories with carrying amount of RM 27,697,773 as at 30 April 2025.	Our procedures included, amongst others : <ul style="list-style-type: none"> <li>▪ Reviewed the net realisable value of inventories.</li> <li>▪ Evaluated the reasonableness and adequacy of the allowances for obsolete and slow-moving inventories.</li> <li>▪ Reviewed the ageing analysis of inventories and tested its reliability.</li> </ul>
The carrying value of inventories is stated at the lower of cost and net realisable value.	
We have considered carrying value of inventories as a key area of our audit as management periodically reviews the inventories for potential write-downs by considering their aging profile, estimation of market price fluctuations and net realisable value. These reviews involve judgements and estimation uncertainty in forming expectations about future consumptions, sales and demands.	

## INDEPENDENT AUDITORS' REPORT (CONT'D)

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

#### **Information Other than the Financial Statements and Auditors' Report Thereon**

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

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

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

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

#### **Responsibilities of the Directors for the Financial Statements**

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

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

#### **Auditors' Responsibilities for the Audit of the Financial Statements**

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

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

- Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.

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

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

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

- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

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

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

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

**REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS**

In accordance with the requirement of the Companies Act 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors, are disclosed in Note 5 to the financial statements.

**OTHER MATTERS**

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

**Crowe Malaysia PLT**  
201906000005 (LLP0018817-LCA) & AF 1018  
Chartered Accountants

**Goh Siow Yen**  
03557/03/2027 J  
Chartered Accountant

Muar, Johor Darul Takzim

Date: 15 August 2025

STATEMENTS OF  
FINANCIAL POSITION  
AS AT 30 APRIL 2025

	Note	The Group		The Company		
		2025 RM	2024 RM	2025 RM	2024 RM	
<b>ASSETS</b>						
NON-CURRENT ASSETS						
Investments in subsidiaries	5	–	–	66,139,152	70,336,610	
Property, plant and equipment	6	99,967,175	93,853,820	–	–	
Intangible assets	7	1,000,000	1,000,000	–	–	
Right-of-use assets	8	4,449,534	5,803,003	–	–	
Other investment	9	46,667	46,667	–	–	
Deferred tax assets	21	18,514	29,314	–	–	
		105,481,890	100,732,804	66,139,152	70,336,610	
<b>CURRENT ASSETS</b>						
Inventories	10	27,697,773	25,777,440	–	–	
Trade receivables	11	15,219,091	15,083,188	–	–	
Other receivables, deposits and prepayments	12	2,906,464	3,439,520	2,000	1,000	
Amount owing by subsidiaries	13	–	–	183,582	131,994	
Current tax assets		775,261	760,708	31,756	26,620	
Fixed deposits with licensed banks	14	35,079,740	40,393,151	600,000	2,700,000	
Short-term investment	15	15,648,871	5,771,856	1,808,399	–	
Cash and bank balances		9,999,569	10,808,360	141,371	1,228,236	
		107,326,769	102,034,223	2,767,108	4,087,850	
<b>TOTAL ASSETS</b>		212,808,659	202,767,027	68,906,260	74,424,460	
<b>EQUITY AND LIABILITIES</b>						
Equity Attributable to Owners of the Company						
Share capital	16	41,433,182	41,433,182	41,433,182	41,433,182	
Treasury shares	17	(541,698)	(541,698)	(541,698)	(541,698)	
Reserves	18	127,678,701	112,252,658	27,766,376	33,318,626	
<b>TOTAL EQUITY</b>		168,570,185	153,144,142	68,657,860	74,210,110	
NON-CURRENT LIABILITIES						
Lease liabilities	19	2,246,359	3,269,524	–	–	
Loans and borrowings	20	19,577,781	21,208,005	–	–	
Deferred tax liabilities	21	6,488,386	6,508,689	–	–	
		28,312,526	30,986,218	–	–	
CURRENT LIABILITIES						
Trade payables	22	4,325,450	3,907,026	–	–	
Other payables and accruals	23	6,936,679	7,627,611	248,400	214,350	
Lease liabilities	19	875,793	862,785	–	–	
Loans and borrowings	20	3,565,955	6,193,928	–	–	
Current tax liabilities		222,071	45,317	–	–	
		15,925,948	18,636,667	248,400	214,350	
<b>TOTAL LIABILITIES</b>		44,238,474	49,622,885	248,400	214,350	
<b>TOTAL EQUITY AND LIABILITIES</b>		212,808,659	202,767,027	68,906,260	74,424,460	

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

**STATEMENTS OF PROFIT OR LOSS  
AND OTHER COMPREHENSIVE INCOME**  
FOR THE FINANCIAL YEAR ENDED 30 APRIL 2025

	Note	The Group		The Company	
		2025 RM	2024 RM	2025 RM	2024 RM
REVENUE	24	135,576,736	118,174,270	2,200,000	3,850,000
COST OF SALES		(100,496,139)	(85,823,698)	–	–
GROSS PROFIT		35,080,597	32,350,572	2,200,000	3,850,000
OTHER INCOME		2,390,534	2,527,723	333,136	2,160,994
SELLING AND DISTRIBUTION EXPENSES		(8,280,999)	(7,102,656)	–	–
ADMINISTRATIVE EXPENSES		(10,720,270)	(10,825,870)	(940,752)	(727,647)
OTHER EXPENSES		(1,465,735)	(1,642,184)	(2,845,163)	(206,650)
FINANCE COSTS		(1,540,612)	(1,647,322)	–	–
(NET IMPAIRMENT LOSS)/ REVERSAL OF IMPAIRMENT ON FINANCIAL ASSETS	25	(111,438)	219,299	–	–
PROFIT/(LOSS) BEFORE TAXATION	26	15,352,077	13,879,562	(1,252,779)	5,076,697
INCOME TAX EXPENSE	28	(2,968,856)	(1,890,090)	(12,705)	(12,620)
PROFIT/(LOSS) AFTER TAXATION FOR THE FINANCIAL YEAR		12,383,221	11,989,472	(1,265,484)	5,064,077
OTHER COMPREHENSIVE INCOME	29				
<u>Items that Will Not be Reclassified Subsequently to Profit or Loss</u>					
Revaluation of property, plant and equipment		10,727,032	(489,366)	–	–
<u>Items that Will be Reclassified Subsequently to Profit or Loss</u>					
Foreign currency translation differences		(3,397,445)	1,365,980	–	–
TOTAL OTHER COMPREHENSIVE INCOME		7,329,587	876,614	–	–
TOTAL COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR		19,712,808	12,866,086	(1,265,484)	5,064,077

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

STATEMENTS OF PROFIT OR LOSS  
AND OTHER COMPREHENSIVE INCOME  
(CONT'D)

Note	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
<b>PROFIT/(LOSS) AFTER TAXATION</b>				
<b>ATTRIBUTABLE TO:-</b>				
OWNERS OF THE COMPANY	12,383,221	11,989,472	(1,265,484)	5,064,077
<b>TOTAL COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR</b>				
<b>ATTRIBUTABLE TO:-</b>				
OWNERS OF THE COMPANY	19,712,808	12,866,086	(1,265,484)	5,064,077
<b>EARNINGS PER ORDINARY SHARE (SEN)</b>				
- Basic	30	7.81	7.55	
- Diluted		7.80	7.55	

**STATEMENTS OF  
CHANGES IN EQUITY**  
FOR THE FINANCIAL YEAR ENDED 30 APRIL 2025

**The Group**

	<b>Note</b>	<b>Non-distributable</b>			<b>Distributable</b>		
		<b>Share capital RM</b>	<b>Treasury shares RM</b>	<b>Revaluation reserve RM</b>	<b>Foreign exchange translation reserve RM</b>	<b>Employees' share option reserve RM</b>	<b>Retained profits RM</b>
Balance at 1 May 2024	41,433,182	(541,698)	25,472,288	3,255,716	–	83,524,654	153,144,142
Profit after taxation for the financial year		–	–	–	–	–	12,383,221
Other comprehensive income for the financial year:-							12,383,221
- Foreign currency translation differences		–	–	–	(3,397,444)	–	– (3,397,444)
- for foreign operations		–	–	–	–	–	–
- Revaluation of property, plant and equipment		–	–	10,727,032	–	–	– 10,727,032
<b>Total comprehensive income for the financial year</b>		–	–	10,727,032	(3,397,444)	–	12,383,221 19,712,809
Contributions by and distributions to owners of the Company:-							
- Share option expenses to employees	31	–	–	–	–	74,565	– 74,565
- Dividends to owners of the Company		–	–	–	–	– (4,361,331)	(4,361,331) –
<b>Total contributions by and distributions to owners</b>		–	–	–	–	74,565	(4,361,331) (4,286,766)
Amortisation of revaluation reserve		–	–	(145,277)	–	–	– 145,277 –
Balance at 30 April 2025	41,433,182	(541,698)	36,054,043	(141,728)	74,565	91,691,821	168,570,185

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

**STATEMENTS OF  
CHANGES IN EQUITY  
(CONT'D)**

<b>The Group</b>	<b>Note</b>	<b>Non-distributable</b>			<b>Distributable</b>		
		<b>Share capital RM</b>	<b>Treasury shares RM</b>	<b>Revaluation reserve RM</b>	<b>Foreign exchange translation reserve RM</b>	<b>Retained profits RM</b>	<b>Total equity RM</b>
Balance at 1 May 2023		41,433,182	(427,744)	26,122,077	1,889,736	75,738,684	144,755,935
Profit after taxation for the financial year		-	-	-	-	11,989,472	11,989,472
Purchase of treasury shares		-	(113,954)	-	-	-	(113,954)
Other comprehensive income for the financial year:-							
- Foreign currency translation differences		-	-	-	1,365,980	-	1,365,980
for foreign operations		-	-	(489,366)	-	-	(489,366)
- Revaluation of property, plant and equipment		-	-				
<b>Total comprehensive income for the financial year</b>		-	(113,954)	(489,366)	1,365,980	11,989,472	12,752,132
Distributions to owners of the Company:-	31	-	-	-	-	(4,363,925)	(4,363,925)
- Dividends to owners of the Company		-	-	-	-	(4,363,925)	(4,363,925)
<b>Total distributions to owners</b>		-	-	(160,423)	-	160,423	-
Amortisation of revaluation reserve		-	-				
Balance at 30 April 2024		41,433,182	(541,698)	25,472,288	3,255,716	83,524,654	153,144,142

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

**STATEMENTS OF  
CHANGES IN EQUITY  
(CONT'D)**

**The Company**

	Note	Share capital RM	Non-distributable		Distributable		Total equity RM
			Treasury shares RM	Employees' share option reserve RM	Retained profits RM		
Balance at 1 May 2023		41,433,182	(427,744)		–	32,618,474	73,623,912
Profit after taxation and total comprehensive income for the financial year		–	–	–	–	5,064,077	5,064,077
Distributions to owners of the Company:-							
- Purchase of treasury shares	31	–	(113,954)		–	–	(113,954)
- Dividends to owners of the Company		–	–	–	(4,363,925)	(4,363,925)	
<b>Total distributions to owners</b>		–	(113,954)		–	(4,363,925)	(4,477,879)
Balance at 30 April 2024 / 1 May 2024		41,433,182	(541,698)		–	33,318,626	74,210,110
Loss after taxation and total comprehensive income for the financial year		–	–	–	–	(1,265,484)	(1,265,484)
Contributions by and distributions to owners of the Company:-							
- Share option expenses to employees	31	–	–	74,565	–	74,565	
- Dividends to owners of the Company		–	–	–	(4,361,331)	(4,361,331)	
<b>Total contributions by and distributions to owners</b>		–	–	74,565	(4,361,331)	(4,286,766)	
Balance at 30 April 2025		41,433,182	(541,698)	74,565	27,691,811	68,657,860	

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

**STATEMENTS OF  
CASH FLOWS**  
FOR THE FINANCIAL YEAR ENDED 30 APRIL 2025

<b>Note</b>	<b>The Group</b>		<b>The Company</b>	
	<b>2025 RM</b>	<b>2024 RM</b>	<b>2025 RM</b>	<b>2024 RM</b>
<b>CASH FLOWS FROM/(FOR) OPERATING ACTIVITIES</b>				
Profit/(Loss) before taxation	15,352,077	13,879,562	(1,252,779)	5,076,697
Adjustments for:-				
Depreciation of property, plant and equipment	5,963,551	5,511,793	–	–
Depreciation of right-of-use assets	1,062,846	1,144,176	–	–
Dividend income	–	–	(2,200,000)	(3,850,000)
Share option expenses to employees	74,565	–	1,523	–
Gain on derecognition of right-of-use assets	–	(144)	–	–
Gain on disposal of property, plant and equipment	(130,992)	(362,195)	–	–
Impairment loss on trade receivables	659,791	322,918	–	–
Impairment loss on product development expenditure	–	333,868	–	–
Loss on deregistration of subsidiary	–	–	–	206,650
Reversal of impairment loss on trade receivables	(548,353)	(542,217)	–	–
Property, plant and equipment written off	27,715	28,802	–	–
Reversal of inventories previously written down	(55,122)	(35,295)	–	–
Inventories written down	21,244	196,310	–	–
Unrealised loss/(gain) on foreign exchange	190,357	1,171,146	2,845,164	(1,853,281)
Interest expense	1,339,876	1,396,747	–	–
Interest expense on lease liabilities	200,736	250,574	–	–
Interest income	(1,679,004)	(1,481,645)	(62,177)	(55,663)
<b>OPERATING PROFIT/(LOSS) BEFORE WORKING CAPITAL CHANGES</b>				
Inventories	22,479,287	21,814,400	(668,269)	(475,597)
Trade and other receivables, deposits and prepayments	(1,886,455)	(3,019,947)	–	–
Trade and other payables and accruals	(8,028)	(1,181,541)	(1,000)	–
	974,446	1,914,367	34,050	(10,198)
<b>CASH GENERATED FROM/(FOR) OPERATIONS</b>				
Interest received	21,559,250	19,527,279	(635,219)	(485,795)
Tax paid	1,679,004	1,481,645	62,177	55,663
	(3,250,019)	(1,346,525)	(17,841)	(9,363)
<b>NET CASH FROM/(FOR) OPERATING ACTIVITIES</b>				
	19,988,235	19,662,399	(590,883)	(439,495)
<b>FORWARD</b>	<b>19,988,235</b>	<b>19,662,399</b>	<b>(590,883)</b>	<b>(439,495)</b>

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

**STATEMENTS OF  
CASH FLOWS  
(CONT'D)**

	Note	The Group		The Company	
		2025 RM	2024 RM	2025 RM	2024 RM
<b>FORWARD</b>		19,988,235	19,662,399	(590,883)	(439,495)
<b>CASH FLOWS FROM/(FOR) INVESTING ACTIVITIES</b>					
Dividend received		–	–	2,200,000	3,850,000
Investment in subsidiary		–	–	–	(4,418,000)
Decrease/(Increase) of fixed deposits with maturity period more than three months		8,795,411	(8,992,524)	2,100,000	(2,400,000)
Proceeds from disposal of property, plant and equipment		364,000	522,050	–	–
Purchase of property, plant and equipment	32(a)	(2,758,050)	(9,956,603)	–	–
Net repayment from subsidiaries		–	–	1,407,912	8,808,898
<b>NET CASH FROM/(FOR) INVESTING ACTIVITIES</b>		6,401,361	(18,427,077)	5,707,912	5,840,898
<b>CASH FLOWS FOR FINANCING ACTIVITIES</b>					
Dividend paid	31	(4,361,331)	(4,363,925)	(4,361,331)	(4,363,925)
Drawdown of multi currency trade loans	32(b)	7,340,333	14,139,895	–	–
Drawdown of bill payables	32(b)	3,146,611	–	–	–
Interest paid	32(b)	(1,540,612)	(1,647,321)	–	–
Purchase of treasury shares		–	(113,954)	–	(113,954)
Repayment of lease liabilities	32(b)	(904,880)	(910,742)	–	–
Repayment of multi currency trade loans	32(b)	(10,833,022)	(11,230,906)	–	–
Repayment of term loans	32(b)	(2,159,542)	(2,794,963)	–	–
Repayment of hire purchases payables	32(b)	(501,580)	(273,666)	–	–
Repayment of bill payables	32(b)	(2,044,097)	(868,150)	–	–
<b>NET CASH FOR FINANCING ACTIVITIES</b>		(11,858,120)	(8,063,732)	(4,361,331)	(4,477,879)
<b>NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS</b>		14,531,476	(6,828,410)	755,698	923,524
<b>EFFECT OF FOREIGN EXCHANGE TRANSLATION</b>		(1,981,252)	1,551,462	(34,164)	(5,019)
<b>CASH AND CASH EQUIVALENTS AT BEGINNING OF THE FINANCIAL YEAR</b>		21,400,216	26,677,164	1,228,236	309,731
<b>CASH AND CASH EQUIVALENTS AT END OF THE FINANCIAL YEAR</b>	32(d)	33,950,440	21,400,216	1,949,770	1,228,236

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

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 APRIL 2025

### **1. GENERAL INFORMATION**

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

Registered office : 3-2, 3<sup>rd</sup> Mile Square  
No. 151, Jalan Kelang Lama  
Batu 3 ½  
58100 Kuala Lumpur

Principal place of business : Lot 2567, Jalan Sungai Jati  
41200 Klang  
Selangor Darul Ehsan

These financial statements comprise both separate and consolidated financial statements. The financial statements of the Company are separate financial statements, while the financial statements of the Group are consolidated financial statements that include those of the Company and its subsidiaries as of the end of the reporting period. The Company and its subsidiaries are collectively referred to as "the Group".

The financial statements of the Company and of the Group are presented in Ringgit Malaysia ("RM"), which is the Company's functional and presentation currency.

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the directors dated 15 August 2025.

### **2. PRINCIPAL ACTIVITIES**

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

### **3. BASIS OF PREPARATION**

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

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

#### **MFRSs and/or IC Interpretations (Including The Consequential Amendments)**

Amendments to MFRS 16: Lease Liability in a Sale and Leaseback

Amendments to MFRS 101: Classification of Liabilities as Current or Non-current

Amendments to MFRS 101: Non-current Liabilities with Covenants

Amendments to MFRS 107 and MFRS 7: Supplier Finance Arrangements

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

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

**3. BASIS OF PREPARATION (CONT'D)**

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

<b>MFRSs and/or IC Interpretations (Including The Consequential Amendments)</b>	<b>Effective Date</b>
MFRS 18 Presentation and Disclosure in Financial Statements	1 January 2027
MFRS 19 Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to MFRS 9 and MFRS 7: Amendments to the Classification and Measurement of Financial Instruments	1 January 2026
Amendments to MFRS 9 and MFRS 7: Contracts Referencing Nature-dependent Electricity	1 January 2026
Amendments to MFRS 10 and MFRS 128: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Deferred
Amendments to MFRS 121: Lack of Exchangeability	1 January 2025
Annual Improvements to MFRS Accounting Standards – Volume 11	1 January 2026

The adoption of the above accounting standards and/or interpretations (including the consequential amendments, if any) is expected to have no material impact on the financial statements of the Group and of the Company upon their initial application except as follows:-

*MFRS 18 Presentation and Disclosure in Financial Statements*

MFRS 18 'Presentation and Disclosure in Financial Statements' will replace MFRS 101 'Presentation of Financial Statements' upon its adoption. This new standard sets out the new requirements for the presentation and disclosure of information in the primary financial statements and notes. The potential impact of the new standard on the financial statements of the Group and of the Company has yet to be assessed.

**4. MATERIAL ACCOUNTING POLICY INFORMATION**

**4.1 Critical accounting estimates and judgements**

*Key sources of estimation uncertainty*

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

**(a) Depreciation of property, plant and equipment**

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

NOTES TO THE  
FINANCIAL STATEMENTS  
(CONT'D)

#### **4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)**

##### **4.1 Critical accounting estimates and judgements (Cont'd)**

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

###### **(b) Amortisation of product development expenditure**

The estimates for the residual values, useful lives and related amortisation charges for the development costs are based on commercial factors which could change significantly as a result of technical innovations and competitors' actions in response to the market conditions. The Group anticipates that the residual values of its development costs will be insignificant. As a result, residual values are not being taken into consideration for the computation of the amortisation amount. Changes in the expected level of usage and technological development could impact the economic useful lives and the residual values of these assets, therefore future amortisation charges could be revised. The carrying amount of development costs measured at revaluation as at the reporting date is disclosed in Note 7 to the financial statements.

###### **(c) Property, plant and equipment under revaluation**

Certain properties of the Group are reported at revalued amounts which are based on valuations performed by independent professional valuers by reference to the selling prices of recent transactions and asking prices of similar properties of nearby location and where necessary, adjusting for tenure, location, size and market trends. Other factors such as model assumptions, market dislocations and unexpected correlations can also materially affect these estimates and the resulting valuations. The carrying amount of property, plant and equipment measured at revaluation as at the reporting date is disclosed in Note 6 to the financial statements.

###### **(d) Impairment of trademark**

Trademark is tested for impairment annually and at other times when such indicators exist. This requires management to estimate the expected future cash flows of the cash-generating unit to which trademark is allocated and to apply a suitable discount rate in order to determine the present value of those cash flows. The future cash flows are most sensitive to budgeted gross margin, growth rates estimated and discount rate used. If the expectations is different from the estimation, such differences will impact the carrying value of trademark. The carrying amount of trademark as at the reporting date is disclosed in Note 7 to the financial statements.

###### **(e) Impairment of property, plant and equipment**

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

###### **(f) Write-down of inventories**

Reviews are made periodically by management on damaged, obsolete and slow-moving inventories. These reviews require judgement and estimates. Possible changes in these estimates could result in revisions to the valuation of inventories. The carrying amount of inventories as at the reporting date is disclosed in Note 10 to the financial statements.

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

**4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)**

**4.1 Critical accounting estimates and judgements (Cont'd)**

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

**(g) Impairment of trade receivables**

The Group uses the simplified approach to estimate a lifetime expected credit loss allowance for all trade receivables. The Group develops the expected loss rates based on the payment profiles of past sales and the corresponding historical credit losses, and adjusts for qualitative and quantitative reasonable and supportable forward-looking information. If the expectation is different from the estimation, such difference will impact the carrying value of trade receivables. The carrying amount of trade receivables as at the reporting date is disclosed in Note 11 to the financial statements.

**(h) Deferred tax assets**

Deferred tax assets are recognised for all deductible temporary differences or unused tax losses to the extent that it is probable that future taxable profits would be available against which the deductible temporary differences or unused tax losses could be utilised. Management judgement is required to determine the amount of deferred tax assets that can be recognised, based on the assessment of the probability of the future taxable profits. The carrying amount of deferred tax assets as at the reporting date is disclosed in Note 21 to the financial statements.

*Critical judgements made in applying accounting policies*

Management believes that there are no instances of application of critical judgement in applying the accounting policies of the Group and of the Company which will have a significant effect on the amounts recognised in the financial statements.

**4.2 Financial instruments**

**(a) Financial assets**

**Financial assets through profit or loss**

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

**Financial assets at amortised cost**

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

**Financial assets through other comprehensive income**

The financial assets are initially measured at fair value plus transaction costs. Subsequent to the initial recognition, the financial assets are remeasured to their fair values at the reporting date with fair value changes taken up in other comprehensive income and accumulated in the fair value reserve, except for the recognition of impairment, interest income and foreign exchange difference of a debt instrument which are recognised directly in profit or loss. The fair value changes do not include interest and dividend income.

NOTES TO THE  
FINANCIAL STATEMENTS  
(CONT'D)

#### **4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)**

##### **4.2 Financial instruments (Cont'd)**

###### **(b) Financial liabilities**

###### Financial liabilities through profit or loss

The financial liabilities are initially measured at fair value. Subsequent to the initial recognition, the financial liabilities are remeasured to their fair values at the reporting date with fair value changes recognised in profit or loss. The fair value changes do not include interest expense.

###### Financial liabilities at amortised cost

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

###### **(c) Equity**

###### Ordinary shares

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

###### Treasury shares

Treasury shares are recorded on initial recognition at the consideration paid less directly attributable transaction costs incurred. The treasury shares are not remeasured subsequently.

No gain or loss is recognised in profit or loss on the purchase, sale, issue or cancellation of the treasury shares. If such shares are issued by resale, any difference between the sales consideration received and the carrying amount of the treasury shares is recognised in equity. Where treasury shares are cancelled, their carrying amounts are shown as a movement in retained profits.

###### **(d) Financial guarantee contracts**

Financial guarantee contracts are recognised initially as liabilities at fair value, net of transaction costs. Subsequent to the initial recognition, the financial guarantee contracts are recognised as income in profit or loss over the period of the guarantee or, when there is no specific contractual period, recognised in profit or loss upon discharge of the guaranteee. If the debtor fails to make payment relating to a financial guarantee contract when it is due and the Group, as the issuer, is required to reimburse the holder for the associated loss, the reimbursement is recognised as a liability and measured at the higher of the amount of loss allowance determined using the expected credit loss model and the amount of financial guarantee initially recognised less cumulative amortisation.

##### **4.3 Investment in subsidiaries**

Investments in subsidiaries including the fair value adjustments on inter-company loans at inception date, which are eliminated on consolidation, are stated in the separate financial statements of the Company at cost less impairment losses, if any.

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

**4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)**

**4.4 Property, plant and equipment**

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

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

Freehold land and buildings are stated at revalued amounts based on periodic valuations, at least once in every 5 years and shorter intervals whenever the fair value of the revalued assets is expected to differ materially from their carrying value, less subsequent depreciation for building. Surpluses arising from the revaluation are recognised in other comprehensive income and accumulated in equity under the revaluation reserve to the extent that it reverses a revaluation deficit of the same asset previously recognised in profit or loss. Deficits arising from the revaluation, to the extent that they are not supported by any previous revaluation surpluses, are recognised in profit or loss.

Freehold land is not depreciated. Depreciation on other property, plant and equipment is calculated using the straight-line method to allocate their depreciable amounts over the estimated useful lives. The principal annual depreciation rates are:-

Freehold buildings and staff quarters	2.0% - 20.0%
Plant, machinery, tools and equipment	6.7% - 10.0%
Motor vehicles	10.0% - 16.0%
Office equipment, renovation, furniture and fittings	10.0% - 20.0%

Capital work-in-progress are not depreciated until such time when the asset is available for use.

**4.5 Trademark**

Expenditure incurred on the acquisition of trademark is capitalised as non-current asset. The useful lives of trademark is estimated to be indefinite because based on the current market share of the trademark, management believes there is no foreseeable limit to the period over which the trademark is expected to generate net cash flows to the Group. Trademark is stated at cost less any impairment losses. The carrying amount of trademark is reviewed annually and adjusted for impairment where it is considered necessary.

**4.6 Research and development expenditure**

Research and development costs that do not meet the criteria for capitalisation are recognised as an expense when they are incurred.

Capitalised development costs are initially measured at cost. Subsequent to the initial recognition, the development costs are stated at cost less accumulated amortisation and any accumulated impairment losses. Development costs previously recognised as an expense are not recognised as an asset in the subsequent period.

Capitalised development costs are amortised from the point at which the asset is available for use using the straight-line method over period 5 years. Prior to that, the capitalised development costs are tested for impairment annually and whenever there is an indication that they may be impaired.

NOTES TO THE  
FINANCIAL STATEMENTS  
(CONT'D)

#### **4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)**

##### **4.7 Right-of-use assets and lease liabilities**

###### **(a) Short-term leases and leases of low-value assets**

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

###### **(b) Right-of-use assets**

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

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

###### **(c) Lease liabilities**

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

##### **4.8 Inventories**

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

#### **5. INVESTMENTS IN SUBSIDIARIES**

	<b>The Company</b>	
	<b>2025</b> <b>RM</b>	<b>2024</b> <b>RM</b>
<b>Unquoted shares, at cost</b>		
At 1 May	43,399,439	43,583,745
Share options granted to employees of subsidiaries	73,042	–
Deregistration *	–	(184,306)
At 30 April	43,472,481	43,399,439
<b>Less : Accumulated impairment loss</b>		
At 1 May / At 30 April	(2,302,929)	(2,302,929)
	41,169,552	41,096,510
<b>Contribution to a subsidiary</b>		
At 1 May	29,240,100	22,879,800
Additions	–	4,418,000
Repayment	(1,459,500)	–
Foreign exchange	(2,811,000)	1,942,300
At 30 April	24,969,600	29,240,100
	66,139,152	70,336,610

\* On 13 November 2023, a subsidiary of the Company, Superlon Worldwide (India) Private Limited had been deregistered.

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

**5. INVESTMENTS IN SUBSIDIARIES (CONT'D)**

Contribution to a subsidiary represent advances of which the settlement is neither planned nor likely to occur in the foreseeable future. These amounts, in substance, form part of the Company's net investment in the subsidiary. The contributions are stated at cost less accumulated impairment losses, if any.

The details of subsidiaries are as follows:-

<b>Name of subsidiaries</b>	<b>Principal activities</b>	<b>Place of incorporation</b>	<b>Percentage of issued share capital held by parent</b>	
			<b>2025</b>	<b>2024</b>
<b><u>Subsidiaries of the Company</u></b>				
Superlon Worldwide Sdn. Bhd.	Design, test and manufacture of thermal insulation materials mainly for the heating, ventilation, air-conditioning and refrigeration ("HVAC&R") industry; and trading of HVAC&R parts and equipments.	Malaysia	100%	100%
Superlon Solutions Sdn. Bhd.	Trading of thermal insulation materials and HVAC&R parts and equipments.	Malaysia	100%	100%
Acoustec Concept Sdn. Bhd.	Dormant.	Malaysia	100%	100%
Superlon Singapore Private Limited ("SSGP") ^	Investment holding company.	Singapore	100%	100%
ACR Pro Pty Ltd #	Dormant.	Australia	100%	100%
<b><u>Subsidiary of SSGP</u></b>				
Superlon Vietnam Company Limited ^	Design, test and manufacture of thermal insulation materials mainly for the HVAC&R industry; and trading of HVAC&R parts and equipments.	Vietnam	100%	100%

Notes:

<sup>^</sup> These subsidiaries were audited by other firms of chartered accountants.

<sup>#</sup> Not required to be audited under the laws of the country of incorporation.

NOTES TO THE  
FINANCIAL STATEMENTS  
(CONT'D)

**6. PROPERTY, PLANT AND EQUIPMENT**

<b>The Group</b> <b>2025</b>		<b>Freehold land RM</b>	<b>Factory buildings and staff quarters RM</b>	<b>Plant, machinery, tools and equipment RM</b>	<b>Motor vehicles RM</b>	<b>Office equipment, renovation, furniture and fittings RM</b>	<b>Capital work-in- progress RM</b>	<b>Total RM</b>
<b>At cost / valuation</b>								
At 1 May 2024		33,690,000	32,488,010	61,731,229	3,316,656	5,971,770	55,803	137,253,468
Additions	-	-	1,218,177	361,487	944,317	123,599	340,416	2,987,996
Disposal	-	-	-	(57,100)	(617,720)	-	(55,803)	(674,820)
Reclassification	-	-	-	55,803	-	-	-	-
Revaluation surplus/(deficits)	11,710,000	(604,488)	-	-	-	-	-	11,105,512
Transfer *	-	(4,010,879)	-	-	-	-	-	(4,010,879)
Write-off	-	-	(189,614)	-	-	(17,498)	-	(207,112)
Foreign currency translation differences	-	(486,914)	(1,490,817)	(23,430)	(391,728)	-	-	(2,392,889)
At 30 April 2025	45,400,000	28,603,906	60,410,988	3,619,823	5,686,143	340,416	144,061,276	
<b>Less : Accumulated depreciation</b>								
At 1 May 2024	-	3,283,237	35,417,792	1,754,842	2,943,777	-	-	43,399,648
Charge for the financial year	-	782,642	4,331,413	408,647	440,849	-	-	5,963,551
Disposal	-	-	(57,100)	(384,712)	-	-	-	(441,812)
Transfer *	-	(4,010,879)	-	-	-	-	-	(4,010,879)
Write-off	-	-	(166,439)	(9,174)	(12,958)	-	-	(179,397)
Foreign currency translation differences	-	-	(523,744)	(104,092)	-	-	-	(637,010)
At 30 April 2025	-	55,000	39,001,922	1,769,603	3,267,576	-	-	44,094,101
<b>Carrying amount</b>								
At 30 April 2025	45,400,000	28,548,906	21,409,066	1,850,220	2,418,567	340,416	99,967,175	
<b>Carrying amount</b>								
- At cost	45,400,000	-	21,409,066	1,850,220	2,418,567	340,416	26,018,269	
- At valuation		28,548,906	-	-	-	-	73,948,906	
At 30 April 2025	45,400,000	28,548,906	21,409,066	1,850,220	2,418,567	340,416	99,967,175	

NOTES TO THE  
FINANCIAL STATEMENTS  
(CONT'D)

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

<b>The Group</b>		<b>Factory buildings and staff quarters</b>	<b>Plant, machinery, tools and equipment</b>	<b>Motor vehicles</b>	<b>Office equipment, renovation, furniture and fittings</b>	<b>Capital work-in-progress</b>	<b>Total</b>
		<b>Freehold land</b>	<b>RM</b>	<b>RM</b>	<b>RM</b>	<b>RM</b>	<b>RM</b>
<b>At cost / valuation</b>							
At 1 May 2023		33,690,000	33,176,922	49,558,268	3,565,832	5,048,148	128,184,288
Additions	-	-	-	9,268,768	983,375	979,644	11,287,590
Disposal	-	-	-	(18,150)	(1,228,935)	(122)	(1,247,207)
Reclassification	-	-	-	3,223,656	-	-	-
Revaluation deficits	-	-	(489,366)	-	-	(3,223,656)	-
Transfer *	-	-	(149,874)	-	-	-	(489,366)
Write-off	-	-	-	(78,700)	-	-	(149,874)
Foreign currency translation differences	-	-	(49,672)	(222,613)	(3,616)	(50,245)	(84,355)
At 30 April 2024		33,690,000	32,488,010	61,731,229	3,316,656	5,971,770	78,538
<b>Less : Accumulated depreciation</b>							
At 1 May 2023	-	2,629,560	31,720,882	2,391,808	2,511,617	-	39,253,867
Charge for the financial year	-	803,551	3,825,563	433,356	449,323	-	5,511,793
Disposal	-	-	(18,009)	(1,069,297)	(46)	-	(1,087,352)
Transfer *	-	(149,874)	-	-	-	-	(149,874)
Write-off	-	-	(51,020)	(1,025)	(4,533)	-	(55,553)
Foreign currency translation differences	-	-	(59,624)	(12,584)	-	-	(73,233)
At 30 April 2024	-	3,283,237	35,417,792	1,754,842	2,943,777	-	43,399,648
<b>Carrying amount</b>							
At 30 April 2024		33,690,000	29,204,773	26,313,437	1,561,814	3,027,993	55,803
<b>Carrying amount</b>							
- At cost		33,690,000	29,204,773	26,313,437	1,561,814	3,027,993	55,803
- At valuation		-	-	-	-	-	30,959,047
At 30 April 2024		33,690,000	29,204,773	26,313,437	1,561,814	3,027,993	55,803
							62,894,773
							93,853,820

\* This transfer relates to the cost and accumulated depreciation as at the revaluation date that were eliminated against the gross carrying amount of the revalued asset.

NOTES TO THE  
FINANCIAL STATEMENTS  
(CONT'D)

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

- (a) The following property, plant and equipment are charged against banking facilities (Note 20):-

	<b>The Group</b>	
	<b>2025</b> <b>RM</b>	<b>2024</b> <b>RM</b>
<b>Carrying amount</b>		
Freehold land	45,400,000	33,690,000
Factory buildings	25,050,000	24,805,936
Motor vehicles	1,587,631	1,232,290
	<b>72,037,631</b>	<b>59,728,226</b>

- (b) On 10 April 2025 and 30 April 2025, freehold land and certain factory buildings of the Group were revalued based on independent professional valuation. The surplus arising from the revaluations have been credited to other comprehensive income as disclosed in Note 29 to the financial statements and accumulated in equity under the revaluation reserve.
- (c) On 11 June 2024, a factory building of the Group was revalued based on independent professional valuation. The deficit arising from the revaluation has been debited to other comprehensive income as disclosed in Note 29 to the financial statements and accumulated in equity under the revaluation reserve.
- (d) The details of the Group's freehold land and factory buildings carried at fair value are analysed as follows:-

<b>The Group</b>	<b>Level 1</b> <b>RM</b>	<b>Level 2</b> <b>RM</b>	<b>Level 3</b> <b>RM</b>	<b>Total</b> <b>RM</b>
<b>2025</b>				
Freehold land	–	45,400,000	–	45,400,000
Factory buildings	–	28,548,906	–	28,548,906
	–	<b>73,948,906</b>	–	<b>73,948,906</b>
<b>2024</b>				
Freehold land	–	33,690,000	–	33,690,000
Factory buildings	–	29,204,773	–	29,204,773
	–	<b>62,894,773</b>	–	<b>62,894,773</b>

The level 2 fair values have been determined based on the market comparison approach that reflects recent transaction prices for similar properties and cost approach as a check to ascertain the value of the properties. The most significant input into this valuation approach is price per square foot of comparable properties. There has been no change to the valuation technique during the financial year.

There were no transfers between level 1, level 2 and level 3 during the financial year.

The fair value measurements of the freehold land and factory buildings are based on the highest and best use which does not differ from their actual use.

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

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

- (e) If the freehold land and factory buildings were measured using the cost model, the carrying amount would be as follows:-

	<b>The Group</b>	
	<b>2025</b> <b>RM</b>	<b>2024</b> <b>RM</b>
<b>Carrying amount</b>		
Freehold land	12,614,180	12,614,180
Factory buildings	22,433,592	22,296,051
	35,047,772	34,910,231

- (f) There is no property, plant and equipment in the Company throughout the current and previous financial years.

**7. INTANGIBLE ASSETS**

	<b>The Group</b>	
	<b>2025</b> <b>RM</b>	<b>2024</b> <b>RM</b>
Trademark (Note a)	1,000,000	1,000,000
Product development expenditure (Note b)	-	-
	1,000,000	1,000,000
 (a) Trademark		
<b>Cost</b>		
At 1 May / At 30 April	1,000,000	1,000,000
 (b) Product development expenditure		
<b>Cost</b>		
At 1 May / At 30 April	2,179,925	2,179,925
<b>Less : Accumulated amortisation</b>		
At 1 May / At 30 April	1,846,057	1,846,057
<b>Less : Accumulated impairment losses</b>		
At 1 May	333,868	-
Additions	-	333,868
At 30 April	333,868	333,868
<b>Carrying amount</b>	-	-

NOTES TO THE  
FINANCIAL STATEMENTS  
(CONT'D)

## 7. INTANGIBLE ASSETS (CONT'D)

### **Trademark**

The trademark "Superlon" is registered in Malaysia and acquired for a cash consideration of RM 1 million in August 2000 and considered by management to have indefinite useful lives based on the fact that they are established international brands with global potential.

Trademark with indefinite useful lives is not amortised but is reviewed for impairment on an annual basis by comparing the carrying amount with the recoverable amount of the cash-generating unit ("CGU") based on value-in-use. Value-in-use is determined by discounting the future cash flows to be generated from the continuing use of the CGU based on the following assumptions:-

- Cash flows are projected based on the management's five-year business plan.
- Discount rates used for cash flows discounting purpose are the management's estimate of cost of capital plus a reasonable risk premium at the date of assessment of the CGU. The discount rate applied for cash flow projections is 9.7% (2024: 9.7%).
- Growth rate for the CGU is determined based on the management's estimate of the industry trends and past performances of the CGU.
- Profit margins are projected based on the industry trends and historical profit margin achieved.

The management is not aware of any reasonably possible change in the above key assumptions that would cause the carrying amounts of the CGU to materially exceed their recoverable amounts.

### **Product development expenditure**

The Group has a continuous program of product development initiatives to obtain various code listing for its insulation materials, and to develop special new products for overseas market according to specific requirements of each respective country or region. The code listings, once obtained, will increase selling opportunities for its insulation materials by making it easier for designers, architects and specifiers of heating, ventilation, air-conditioning and refrigeration systems to incorporate these products in their plans. Deferred product development expenditure are amortised over a five (5) years period which commensurate with the availability of the sales of the developed products.

The Group's policy for product development expenditure requires the periodic review of the carrying values to determine if there has been impairment in value-based expected future cash flows. If it is determined that the carrying value exceeds the recoverable amount, the carrying value of the asset is written down to the recoverable amount. During the previous financial year, the Group has recognised an impairment loss of RM 333,868 into profit or loss as disclosed in Note 26 to the financial statements.

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

**8. RIGHT-OF-USE ASSETS**

	<b>The Group 2025</b>				<b>Foreign currency translation differences RM</b>	<b>At 30 April 2025 RM</b>
		<b>1 May 2024 At RM</b>	<b>Additions/ Modifications RM</b>	<b>Depreciation charges RM</b>		
<b>Carrying amount</b>						
Leasehold land	1,909,205	—	(53,959)	(219,781)	1,635,465	
Buildings	3,893,798	309,586	(1,008,887)	(380,428)	2,814,069	
	<b>5,803,003</b>	<b>309,586</b>	<b>(1,062,846)</b>	<b>(600,209)</b>	<b>4,449,534</b>	
	<b>The Group 2024</b>				<b>Foreign currency translation differences RM</b>	<b>At 30 April 2024 RM</b>
		<b>1 May 2023 At RM</b>	<b>Additions/ Modifications RM</b>	<b>Derecognition RM</b>		
<b>Carrying amount</b>						
Leasehold land	1,987,113	—	—	(58,506)	(19,402)	1,909,205
Buildings	4,794,929	217,291	(6,332)	(1,085,670)	(26,420)	3,893,798
	<b>6,782,042</b>	<b>217,291</b>	<b>(6,332)</b>	<b>(1,144,176)</b>	<b>(45,822)</b>	<b>5,803,003</b>

The Group leases certain leasehold land and buildings of which the leasing activities are summarised below:-

- (i) Leasehold land      The Group has entered into one non-cancellable operating lease agreement for the use of land. The lease is for a period of 40.5 years with no renewal or purchase option included in the agreement. The lease does not allow the Group to assign, transfer or sublease or create any charge, lien or trust in respect of or dispose of the whole or any part of the plot of land leased, unless obtained written consent from lessor.
- (ii) Buildings      The Group has leased a number of hostels and factory that run between 1 year to 6 years, with an option to renew the lease after that date.

NOTES TO THE  
FINANCIAL STATEMENTS  
(CONT'D)

#### 9. OTHER INVESTMENT

	<b>The Group</b>	
	<b>2025</b> <b>RM</b>	<b>2024</b> <b>RM</b>
Golf club membership	46,667	46,667

#### 10. INVENTORIES

	<b>The Group</b>	
	<b>2025</b> <b>RM</b>	<b>2024</b> <b>RM</b>
Raw materials	13,930,502	13,849,161
Work-in-progress	3,322,962	3,097,256
Finished goods	4,568,720	5,215,931
Trading stock	5,875,589	3,615,092
	27,697,773	25,777,440
<b>Recognised in profit or loss:-</b>		
Inventories recognised as cost of sales	100,496,139	85,823,698
Inventories written down	21,244	196,310
Reversal of inventories previously written down	(55,122)	(35,295)

#### 11. TRADE RECEIVABLES

	<b>The Group</b>	
	<b>2025</b> <b>RM</b>	<b>2024</b> <b>RM</b>
Trade receivables	15,868,174	17,151,673
Less: Allowance for impairment losses	(649,083)	(2,068,485)
	15,219,091	15,083,188

The Group's normal trade terms are cash against documents to 90 days credit (2024: cash against documents to 90 days credit) from the date of invoices.

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

**12. OTHER RECEIVABLES, DEPOSITS AND PREPAYMENTS**

	<b>The Group</b>		<b>The Company</b>	
	<b>2025</b> <b>RM</b>	<b>2024</b> <b>RM</b>	<b>2025</b> <b>RM</b>	<b>2024</b> <b>RM</b>
Deposits to suppliers	483,651	1,414,943	–	–
Deposits	849,300	344,814	2,000	1,000
Goods and services tax recoverable	442,743	851,240	–	–
Prepayments	1,028,583	758,328	–	–
	2,804,277	3,369,325	2,000	1,000
Sundry receivables	215,221	183,229	–	–
Less : Allowance for impairment losses	(113,034)	(113,034)	–	–
	102,187	70,195	–	–
	2,906,464	3,439,520	2,000	1,000
<b>Allowance for impairment losses:-</b>				
At 1 May / At 30 April	113,034	113,034	–	–

**13. AMOUNT OWING BY SUBSIDIARIES**

The non-trade balances represent unsecured interest-free advances and payments made on behalf. The amounts owing are repayable on demand.

**14. FIXED DEPOSITS WITH LICENSED BANKS**

	<b>The Group</b>		<b>The Company</b>	
	<b>2025</b> <b>RM</b>	<b>2024</b> <b>RM</b>	<b>2025</b> <b>RM</b>	<b>2024</b> <b>RM</b>
Fixed deposits with licensed banks	35,079,740	40,393,151	600,000	2,700,000

- (a) The fixed deposits with licensed banks of the Group and of the Company at the end of the reporting period bore effective interest rates ranging from 2.4% - 4.2% (2024: 2.8% - 4.3%) per annum and 3.6% (2024: 3.9%) per annum respectively. The fixed deposits have maturity periods ranging from 7 to 365 (2024: 30 to 365) days and 183 (2024: 184 to 185) days for the Group and the Company respectively.
- (b) Included in the fixed deposits with licensed banks of the Group at the end of the reporting period was an amount of RM 177,740 (2024: RM 173,151) which has been pledged to a licensed bank as security for banking facilities granted to the Group as disclosed in Note 20 to the financial statements.

NOTES TO THE  
FINANCIAL STATEMENTS  
(CONT'D)

### 15. SHORT-TERM INVESTMENT

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Money market fund, at fair value	15,648,871	5,771,856	1,808,399	-

The money market funds represent investments in highly liquid money market instruments and deposits with financial institutions which are redeemable within one (1) day notice at known amounts of cash and are subject to an insignificant risk of changes in value.

### 16. SHARE CAPITAL

	The Group and The Company		2024 RM	
	2025 Number of shares	RM		
<b>Issued and fully paid-up:-</b>				
Ordinary shares				
At 1 May / At 30 April	160,000,000	41,433,182	160,000,000	41,433,182

The holders of ordinary shares (except treasury shares) are entitled to receive dividends as and when declared by the Company and are entitled to one vote per ordinary share at meetings of the Company. The ordinary shares have no par value.

### 17. TREASURY SHARES

	The Group and The Company		2024 RM
	2025 Number of shares	RM	
At 1 May	1,406,158	541,698	1,283,158
Addition	-	-	123,000
At 30 April	1,406,158	541,698	1,406,158
			541,698

For the financial year ended 30 April 2024, the Company has purchased 123,000 of its issued ordinary shares from the open market at an average price of RM 0.93 per share. The total consideration paid for the purchase was RM 113,954 including transaction costs. The ordinary shares purchased are held as treasury shares in accordance with Section 127(6) of the Companies Act 2016.

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

**18. RESERVES**

	<b>The Group</b>		<b>The Company</b>	
	2025 RM	2024 RM	2025 RM	2024 RM
<b>Non-distributable</b>				
Revaluation reserve	36,054,043	25,472,288	–	–
Foreign exchange translation reserve	(141,728)	3,255,716	–	–
Employees' share option reserve	74,565	–	74,565	–
	35,986,880	28,728,004	74,565	–
<b>Distributable</b>				
Retained profits	91,691,821	83,524,654	27,691,811	33,318,626
	127,678,701	112,252,658	27,766,376	33,318,626

**(a) Revaluation reserve**

The revaluation reserve represents the increase in the fair value of freehold land and factory buildings of the Group (net of deferred tax, where applicable) held as property, plant and equipment.

**(b) Foreign exchange translation reserve**

The foreign exchange translation reserve arose from the translation of the financial statements of foreign subsidiaries whose functional currencies are different from the Group's presentation currency.

**(c) Employees' share option reserve**

The employees' share option reserve represents the equity-settled share option granted to employees. The reserve is made up of the cumulative value of services received from employees recorded over the vesting period commencing from the grant date of equity-settled share options, and is reduced by the expiry or exercise of the share options.

The Employees' Share Scheme of the Company ("ESS") is governed by the ESS By-Laws and was approved by shareholders on 25 September 2024. The ESS is to be in force for a period of 5 years effective from 30 December 2024.

The main features of the ESS are as follows:-

- (i) The ESS entails granting eligible persons the right to receive new and/or existing ordinary shares of the Company via granting of shares and/or ESS options with the right to subscribe for new and/or existing ordinary shares in the Company.
- (ii) Eligible persons are Directors (including non-executive Directors but shall not include alternate and/or substitute Directors) and/or employees of the Group (excluding dormant subsidiaries) who meet the criteria of eligibility for participation in the ESS.
- (iii) The total number of ordinary shares of the Company, which may be made available under the scheme shall not in aggregate be more than 10% of the total number of issued shares of the Company (excluding treasury shares) at any one time during the duration of the scheme.
- (iv) The exercise price of the ESS options shall be determined by the Board upon recommendation by the Company's option committee based on the 5-day volume weighted average market price of ordinary shares of the Company immediately preceding the offer date of the award pursuant to the ESS, with a discount of not more than 10% or such other percentage of discount as may be permitted by Bursa Malaysia Securities Berhad ("Bursa Securities") and/or any other relevant authorities from time to time or such minimum price payable for shares under a share issuance scheme as may be permitted by the provision of the Companies Act 2016 and Bursa Securities' Main Market Listing Requirements.
- (v) The ordinary shares of the Company to be allotted and issued and/or transferred from treasury shares (as the case may be) upon the vesting of the shares granted and/or upon the exercise of the ESS options, shall upon allotment and issuance and/or transfer from treasury shares (as the case may be), carry the same rights with existing ordinary shares of the Company, save and except that the shares so issued and/or transferred will not be entitled for any dividends, rights, allotments and/or other distribution declared, made or paid to shareholders of the Company, the entitlement date of which is prior to the date of allotment or transfer of the shares.

NOTES TO THE  
FINANCIAL STATEMENTS  
(CONT'D)

## 18. RESERVES (CONT'D)

### (c) Employees' share option reserve (Cont'd)

The exercise price and the details in the movement of the options granted are as follows:-

Date of offer	Exercise Price	Remaining Contractual Life of Options	Number of Options over Ordinary Shares			At 30.04.2025
			At 01.05.2024	Granted	Exercised	
3 February 2025	RM0.81	5 years	-	1,408,800	-	1,408,800

The fair value of the share options granted were estimated using a Black-Scholes option pricing model, taking into account the terms and conditions upon which the options were granted. The fair value of the shares options measured at grant date and the assumptions used are as follows:-

	The Group and The Company	2025	2024
Fair value of share options at the grant date (RM)	0.2255	-	-
Weighted average ordinary shares price (RM)	0.89	-	-
Exercise price of share option (RM)	0.81	-	-
Expected volatility (%)	26.47	-	-
Expected life (years)	5	-	-
Risk free rate (%)	3.81	-	-
Expected dividend yield (%)	2.98	-	-

## 19. LEASE LIABILITIES

	The Group	2025	2024
	RM	RM	RM
At 1 May	4,132,309	4,863,872	
Additions / Modifications	309,586	217,291	
Derecognition	-	(6,476)	
Interest expense recognised in profit or loss (Note 26)	200,736	250,574	
Repayment of principal	(904,880)	(910,742)	
Repayment of interest expense	(200,736)	(250,574)	
Foreign currency translation differences	(414,863)	(31,636)	
At 30 April	3,122,152	4,132,309	
Analysed by:-			
Current liabilities	875,793	862,785	
Non-current liabilities	2,246,359	3,269,524	
	3,122,152	4,132,309	

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

**20. LOANS AND BORROWINGS**

		<b>The Group</b>	
		2025 RM	2024 RM
<b>Current</b>			
Secured	- Multi currency trade loans	-	3,555,589
	- Bill payables	1,102,514	-
	- Hire purchases payables	231,572	466,418
	- Term loans	2,231,869	2,171,921
		3,565,955	6,193,928
<b>Non-current</b>			
Secured	- Hire purchases payables	1,309,726	720,460
	- Term loans	18,268,055	20,487,545
		19,577,781	21,208,005
		23,143,736	27,401,933
<b>Total borrowings</b>			
Secured	- Multi currency trade loans	-	3,555,589
	- Bill payables	1,102,514	-
	- Hire purchases payables	1,541,298	1,186,878
	- Term loans	20,499,924	22,659,466
		23,143,736	27,401,933

(a) The bank borrowings are secured by the following:-

- (i) A registered first party legal charge over certain parcels of freehold land and factory building of the Group and of the Company as disclosed in Note 6 to the financial statements;
- (ii) Corporate guarantee by the Company; and
- (iii) Fixed deposit with licensed bank of the Group.

(b) The interest rates (per annum) and profile of bank borrowings are summarised below:-

		<b>The Group</b>	
		2025 %	2024 %
		2025 RM	2024 RM
Fixed rate borrowings	4.0 - 5.1	4.0 - 11.4	2,643,812
Floating rate borrowings	4.5 - 5.5	4.5 - 5.5	20,499,924
			4,746,467
			22,659,466

(c) The hire purchases payables of the Group amounting to RM 81,730 (2024: RM 160,070) is guaranteed by one of the directors of the Company.

NOTES TO THE  
FINANCIAL STATEMENTS  
(CONT'D)

## 21. DEFERRED TAX (ASSETS)/LIABILITIES

	<b>The Group</b>	
	<b>2025</b> <b>RM</b>	<b>2024</b> <b>RM</b>
At 1 May	6,479,375	6,262,496
Recognised in profit or loss (Note 28)	(487,623)	223,810
Recognised in other comprehensive income (Note 29)	509,500	–
Foreign exchange translation differences	(31,380)	(6,931)
 At 30 April	 6,469,872	 6,479,375
 Presented after appropriate offsetting as follows:-		
Deferred tax (assets)	(18,514)	(29,314)
Deferred tax liabilities	6,488,386	6,508,689
 At 30 April	 6,469,872	 6,479,375

The component and movement of deferred tax assets and liabilities of the Group during the financial year are as follows:-

### (i) Deferred tax (assets)

	<b>Other temporary differences</b> <b>RM</b>	<b>Total</b> <b>RM</b>
At 1 May 2023	(24,224)	(24,224)
Recognised in profit or loss	(5,090)	(5,090)
 At 30 April 2024 / 1 May 2024	 (29,314)	 (29,314)
Recognised in profit or loss	10,800	10,800
 At 30 April 2025	 (18,514)	 (18,514)

### (ii) Deferred tax liabilities

	<b>Excess of capital allowances over depreciation</b> <b>RM</b>	<b>Other temporary differences</b> <b>RM</b>	<b>Right- of-use assets</b> <b>RM</b>	<b>Total</b> <b>RM</b>
At 1 May 2023	6,476,775	(232,019)	41,964	6,286,720
Recognised in profit or loss	(20,590)	242,320	7,170	228,900
Foreign exchange translation differences	(1,267)	(5,664)	–	(6,931)
 At 30 April 2024 / 1 May 2024	 6,454,918	 4,637	 49,134	 6,508,689
Recognised in profit or loss	(278,067)	(196,078)	(24,278)	(498,423)
Recognised in other comprehensive income (Note 29)	509,500	–	–	509,500
Foreign exchange translation differences	(31,380)	–	–	(31,380)
 At 30 April 2025	 6,654,971	 (191,441)	 24,856	 6,488,386

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

**22. TRADE PAYABLES**

The normal trade terms granted to the Group are cash against documents to 60 days credit (2024: cash against documents to 60 days credit) from the date of invoices.

**23. OTHER PAYABLES AND ACCRUALS**

	<b>The Group</b>		<b>The Company</b>	
	<b>2025</b> <b>RM</b>	<b>2024</b> <b>RM</b>	<b>2025</b> <b>RM</b>	<b>2024</b> <b>RM</b>
Deposits from customers	1,628,823	1,499,459	–	–
Accruals	3,543,586	3,639,809	248,400	170,742
Sales tax payable	237,825	246,913	–	–
Withholding tax	438	482	–	–
Sundry payables	1,526,007	2,240,948	–	43,608
	6,936,679	7,627,611	248,400	214,350

- (a) Sundry payables are non-interest bearing and are repayable on demand.
- (b) Included in sundry payables of the Group is an amount of RM 14,904 (2024: RM 640,958) payable for purchase of property, plant and equipment.

**24. REVENUE**

	<b>The Group</b>		<b>The Company</b>	
	<b>2025</b> <b>RM</b>	<b>2024</b> <b>RM</b>	<b>2025</b> <b>RM</b>	<b>2024</b> <b>RM</b>
<b>Revenue from contracts with customers</b>				
<u>Recognised at a point in time</u>				
Sales of thermal insulation materials products, parts and equipments	135,576,736	118,174,270	–	–
<b>Revenue from other sources</b>				
Dividend income	–	–	2,200,000	3,850,000
	135,576,736	118,174,270	2,200,000	3,850,000

- (a) The information on the disaggregation of revenue by geographical market is disclosed in Note 35 to the financial statements.
- (b) The information about the performance obligations in contracts with customers is summarised below:-

<b>Nature of Goods or Services</b>	<b>Timing and Method of Revenue Recognition</b>	<b>Significant Payment Terms</b>	<b>Variable Considerations</b>	<b>Warranty and Obligation for Returns or Refunds</b>
Sales of thermal insulation materials products, parts and equipments.	When the goods are delivered and accepted by customers.	Trade term of cash against documents to 90 days from the date of invoices.	Not applicable.	Not applicable.

NOTES TO THE  
FINANCIAL STATEMENTS  
(CONT'D)

#### **24. REVENUE (CONT'D)**

(c) The information of the revenue from other sources is summarised below:-

Dividend Income

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

#### **25. NET IMPAIRMENT LOSS / (REVERSAL OF IMPAIRMENT) ON FINANCIAL ASSETS**

	<b>The Group</b>	
	<b>2025</b> <b>RM</b>	<b>2024</b> <b>RM</b>
Impairment losses		
- Trade receivables (Note 37.1 (b)(iii))	659,791	322,918
Reversal of impairment losses		
- Trade receivables (Note 37.1 (b)(iii))	(548,353)	(542,217)
	<hr/> 111,438	<hr/> (219,299)

#### **26. PROFIT/(LOSS) BEFORE TAXATION**

	<b>The Group</b>	<b>The Company</b>
	<b>2025</b> <b>RM</b>	<b>2024</b> <b>RM</b>
Profit/(Loss) before taxation is arrived at after charging/(crediting):-		
Auditors' remuneration:-		
- audit fees		
- auditors of the Company	98,000	92,500
- other auditors	50,251	53,915
- non-audit fees	5,000	5,000
<b>Material Expenses/(Income)</b>		
Depreciation of property, plant and equipment	5,963,551	5,511,793
Depreciation of right-of-use assets	1,062,846	1,144,176
Impairment loss on product development expenditure	-	333,868
Interest on:-		
- bill payables	19,585	4,304
- hire purchases payables	57,417	50,878
- lease liabilities	200,736	250,574
- multi currency trade loans	179,108	141,449
- term loans	1,083,766	1,200,116
Inventory written down	21,244	196,310

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

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

	<b>The Group</b>		<b>The Company</b>	
	<b>2025</b> <b>RM</b>	<b>2024</b> <b>RM</b>	<b>2025</b> <b>RM</b>	<b>2024</b> <b>RM</b>
Loss on foreign exchange:-				
- realised	1,037,555	–	–	–
- unrealised	190,357	1,171,146	2,845,164	–
Loss on deregistration of subsidiary	–	–	–	184,306
Loss on revaluation reserve	146,558	–	–	–
Property, plant and equipment written off	27,715	28,802	–	–
Short-term leases:-				
- factory equipment	7,685	22,754	–	–
- office equipment	9,014	8,981	–	–
- hostel	–	8,396	–	–
Gain on disposal of property, plant and equipment	(130,992)	(362,195)	–	–
Gain on foreign exchange:-				
- realised	–	(134,029)	(192,500)	(252,050)
- unrealised	–	–	–	(1,853,281)
Gain on derecognition of right-of-use assets	–	(144)	–	–
Interest income on financial assets measured at amortised cost	(1,679,004)	(1,481,645)	(62,177)	(55,663)
Dividend income from short-term investment	(367,124)	(228,326)	(78,399)	–
Rental income	(8,380)	(7,380)	–	–
Reversal of inventories previously written down	(55,122)	(35,295)	–	–

**27. STAFF COSTS**

	<b>The Group</b>		<b>The Company</b>	
	<b>2025</b> <b>RM</b>	<b>2024</b> <b>RM</b>	<b>2025</b> <b>RM</b>	<b>2024</b> <b>RM</b>
<b>Executive directors' remuneration (Note 33)</b>	3,378,880	3,168,264	16,250	16,250
<b>Other staff costs</b>				
Salaries, bonus and other benefits	13,492,773	11,835,768	–	–
Contribution to defined contribution benefits	421,511	377,866	–	–
Other staff related expenses	911,437	1,171,312	–	–
Share option expenses	41,071	–	–	–
	14,866,792	13,384,946	–	–
<b>Total staff costs</b>	18,245,672	16,553,210	16,250	16,250

NOTES TO THE  
FINANCIAL STATEMENTS  
(CONT'D)

**28. INCOME TAX EXPENSE**

	<b>The Group</b>	<b>The Company</b>	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
	RM	RM	RM	RM	RM	RM
<b>Current tax:-</b>						
- current tax expense	3,384,555	1,651,634	12,685	12,620		
- under/(over)provision in the previous financial year	71,924	14,646	20	-		
	<b>3,456,479</b>	<b>1,666,280</b>	<b>12,705</b>	<b>12,620</b>		
<b>Deferred tax (Note 21):-</b>						
- (reversal)/origination of temporary differences	(478,475)	516,476	-	-		
- overprovision in the previous financial year	(9,148)	(292,666)	-	-		
	<b>(487,623)</b>	<b>223,810</b>	<b>–</b>	<b>–</b>		
	<b>2,968,856</b>	<b>1,890,090</b>	<b>12,705</b>	<b>12,620</b>		

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

	<b>The Group</b>	<b>The Company</b>	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
	RM	RM	RM	RM	RM	RM
<b>Profit/(Loss) before taxation</b>	<b>15,352,077</b>	<b>13,879,562</b>	<b>(1,252,779)</b>	<b>5,076,697</b>		
Tax at statutory income tax rate of 24%	3,684,499	3,331,094	(300,667)	1,218,407		
Tax effect of different tax rate in other countries	(95,851)	(105,836)	–	–		
Tax effect of non-deductible expenses	759,482	737,446	906,382	244,857		
Tax effect of non-taxable income	(484,859)	(441,677)	(593,030)	(1,450,644)		
Tax saving arising from double deduction expenses & reinvestment allowances	(280,152)	(211,870)	–	–		
Utilisation of tax incentive	(687,917)	(1,284,845)	–	–		
Utilisation of previously unrecognised tax losses	–	(122,882)	–	–		
Deferred tax asset not recognised during the financial year	10,878	266,680	–	–		
(Over)/Underprovision in the previous financial year						
- Current tax expense	71,924	14,646	20	–		
- Deferred tax expense	(9,148)	(292,666)	–	–		
	<b>2,968,856</b>	<b>1,890,090</b>	<b>12,705</b>	<b>12,620</b>		

Income tax is calculated at the Malaysian statutory tax rate of 24% (2024: 24%) of the estimated assessable profit for the financial year. The taxation of other jurisdictions is calculated at the rates prevailing in the respective jurisdiction.

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

**29. OTHER COMPREHENSIVE INCOME**

	<b>The Group</b>		
	2025	2024	
	RM	RM	
<b>Items that will not be reclassified subsequently to profit or loss</b>			
Revaluation of property, plant and equipment	11,236,532	(489,366)	
Less: Deferred tax (Note 21)	(509,500)	-	
	10,727,032	(489,366)	
<b>Items that will be reclassified subsequently to profit or loss</b>			
Foreign currency translation differences:-			
- changes during the financial year	(3,397,445)	1,365,980	
	7,329,587	876,614	

**30. EARNINGS PER SHARE**

**(a) Basic earnings per share**

The basic earnings per share is calculated by dividing the consolidated profit attributable to owners of the Company by the weighted average number of ordinary shares outstanding during the financial year after deducting for treasury shares.

	<b>The Group</b>		
	2025	2024	
	RM	RM	
Profit after taxation attributable to owners of the Company			
	12,383,221	11,989,472	
	<b>Units</b>	<b>Units</b>	
Weighted average number of ordinary shares in issue (Basic)	158,593,842	158,702,952	
Basic earnings per ordinary share (sen)	7.81	7.55	

**(b) Diluted earnings per share**

The diluted earnings per share is calculated by dividing the consolidated profit attributable to owners of the Company by the weighted average number of ordinary shares outstanding during the financial year after deducting for treasury shares and adjusted for the effects of potential dilutive shares.

	<b>The Group</b>		
	2025	2024	
	RM	RM	
Profit after taxation attributable to owners of the Company			
	12,383,221	11,989,472	
	<b>Units</b>	<b>Units</b>	
Weighted average number of ordinary share in issue (Basic)	158,593,842	158,702,952	
Effect of dilution due to conversion of ESS	213,037	-	
Weighted average number of ordinary shares in issue (Diluted)	158,806,879	158,702,952	
Diluted earnings per ordinary share (sen)	7.80	7.55*	

\* The diluted earnings per share is equal to the basic earnings per share because there were no potential dilutive ordinary shares during the financial year.

NOTES TO THE  
FINANCIAL STATEMENTS  
(CONT'D)

### 31. DIVIDENDS

	The Group and The Company	2025	2024
		RM	RM
A first interim dividend of approximately 0.75 (2024: 0.75) sen per ordinary share on 158,593,842 (2024: 158,716,842) ordinary shares in respect of current financial year		1,189,454	1,190,376
A second interim dividend of approximately 0.75 (2024: 0.75) sen per ordinary share on 158,593,842 (2024: 158,716,842) ordinary shares in respect of current financial year		1,189,454	1,190,376
A third interim dividend of approximately NIL (2024: 1.25) sen per ordinary share on NIL (2024: 158,653,842) ordinary shares in respect of current financial year		–	1,983,173
A special interim dividend of approximately 1.25 (2024: NIL) sen per ordinary share on 158,593,842 (2024: NIL) ordinary shares in respect of current financial year		1,982,423	–
		<hr/> 4,361,331	<hr/> 4,363,925

On 26 June 2025, the Company declared an interim dividend of approximately 0.75 sen per ordinary share on 158,593,842 ordinary shares amounting to RM 1,189,454 in respect of the financial year ending 30 April 2026 and payable on 22 August 2025 to shareholders whose names appeared in the Company's Record of Depositors on 28 July 2025. The financial statements for the current financial year do not reflect this interim dividend. Such dividend will be accounted for in equity as an appropriation of retained profits in the financial year ending 30 April 2026.

### 32. CASH FLOW INFORMATION

- (a) The cash disbursed for the purchase of property, plant and equipment and the addition of right-of-use assets are as follows:-

	The Group	2025	2024
		RM	RM
<b>Property, plant and equipment</b>			
Cost of property, plant and equipment purchased (Note 6)		2,987,996	11,287,590
Less: Amount financed through hire purchase (Note 32 (b))		(856,000)	(763,000)
Less: Unpaid balance included in sundry payables (Note 23 (b))		(14,904)	(640,958)
Add: Cash paid in current financial year in respect of acquisition in previous financial year		640,958	72,971
Cash disbursed for purchase of property, plant and equipment		<hr/> 2,758,050	<hr/> 9,956,603

	The Group	2025	2024
		RM	RM
<b>Right-of-use assets</b>			
Cost of right-of-use assets acquired (Note 8)		309,586	217,291
Less: Additions/modifications of lease liabilities (Note 32 (b))		(309,586)	(217,291)
Cash disbursed for addition of right-of-use assets		<hr/> –	<hr/> –

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

**32. CASH FLOW INFORMATION (CONT'D)**

(b) The reconciliations of liabilities arising from financing activities are as follows:-

<b>The Group 2025</b>	<b>Term loans RM</b>	<b>Multi- currency trade loans RM</b>	<b>Bill payables RM</b>	<b>Hire purchases payables RM</b>	<b>Lease liabilities RM</b>	<b>Total RM</b>
At 1 May	22,659,466	3,555,589	-	1,186,878	4,132,309	31,534,242
Changes in financing cash flows						
Proceeds from drawdown	-	7,340,333	3,146,611	856,000	-	11,342,944
Repayment of principal	(2,159,542)	(10,833,022)	(2,044,097)	(501,580)	(904,880)	(16,443,121)
Repayment of interests	(1,083,766)	(179,108)	(19,585)	(57,417)	(200,736)	(1,540,612)
	(3,243,308)	(3,671,797)	1,082,929	297,003	(1,105,616)	(6,640,789)
Other changes						
Additions/modifications of lease liabilities	-	-	-	-	309,586	309,586
Foreign exchange adjustment	-	(62,900)	-	-	(414,863)	(477,763)
Interest expense recognised in profit or loss	1,083,766	179,108	19,585	57,417	200,736	1,540,612
	1,083,766	116,208	19,585	57,417	95,459	1,372,435
At 30 April	20,499,924	-	1,102,514	1,541,298	3,122,152	26,265,888

NOTES TO THE  
FINANCIAL STATEMENTS  
(CONT'D)

### 32. CASH FLOW INFORMATION (CONT'D)

(b) The reconciliations of liabilities arising from financing activities are as follows:- (Cont'd)

<b>The Group 2024</b>	<b>Term loans RM</b>	<b>Multi currency trade loans RM</b>	<b>Bill payables RM</b>	<b>Hire purchases payables RM</b>	<b>Lease liabilities RM</b>	<b>Total RM</b>
At 1 May	25,454,429	579,800	868,150	697,544	4,863,872	32,463,795
<b>Changes in financing cash flows</b>						
Proceeds from drawdown	–	14,139,895	–	763,000	–	14,902,895
Repayment of principal	(2,794,963)	(11,230,906)	(868,150)	(273,666)	(910,742)	(16,078,427)
Repayment of interests	(1,200,116)	(141,449)	(4,304)	(50,878)	(250,574)	(1,647,321)
	(3,995,079)	2,767,540	(872,454)	438,456	(1,161,316)	(2,822,853)
<b>Other changes</b>						
Additions/modifications of lease liabilities	–	–	–	–	217,291	217,291
Derecognition of lease liabilities	–	–	–	–	(6,476)	(6,476)
Foreign exchange adjustment	–	66,800	–	–	(31,636)	35,164
Interest expense recognised in profit or loss	1,200,116	141,449	4,304	50,878	250,574	1,647,321
	1,200,116	208,249	4,304	50,878	429,753	1,893,300
At 30 April	22,659,466	3,555,589	–	1,186,878	4,132,309	31,534,242

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

**32. CASH FLOW INFORMATION (CONT'D)**

(c) The total cash outflows for leases as a lessee are as follows:-

	<b>The Group</b>	
	2025 RM	2024 RM
Payment of short-term leases	16,699	40,131
Interest paid on lease liabilities	200,736	250,574
Payment of lease liabilities	904,880	910,742
	1,122,315	1,201,447

(d) The cash and cash equivalents comprise the following:-

	<b>The Group</b>		<b>The Company</b>	
	2025 RM	2024 RM	2025 RM	2024 RM
Fixed deposits with licensed banks (Note 14)	35,079,740	40,393,151	600,000	2,700,000
Short-term investment (Note 15)	15,648,871	5,771,856	1,808,399	-
Cash and bank balances	9,999,569	10,808,360	141,371	1,228,236
	60,728,180	56,973,367	2,549,770	3,928,236
Less : Fixed deposits with maturity period of more than 3 months	(26,777,740)	(35,573,151)	(600,000)	(2,700,000)
	33,950,440	21,400,216	1,949,770	1,228,236

NOTES TO THE  
FINANCIAL STATEMENTS  
(CONT'D)

### **33. KEY MANAGEMENT PERSONNEL COMPENSATION**

The key management personnel of the Group and of the Company include executive directors and non-executive directors of the Company and certain members of senior management of the Group and of the Company.

The key management personnel compensation during the financial year are as follows:-

	<b>The Group</b>		<b>The Company</b>	
	<b>2025</b> <b>RM</b>	<b>2024</b> <b>RM</b>	<b>2025</b> <b>RM</b>	<b>2024</b> <b>RM</b>
<b>(a) Directors</b>				
<b><u>Directors of the Company</u></b>				
<b><i>Executive directors:-</i></b>				
Salaries, bonus and other benefits	2,824,180	2,721,680	16,250	16,250
Contribution of defined contribution benefits	458,874	446,584	-	-
Estimated monetary value of benefits-in-kind	64,250	64,250	-	-
Share option expenses	31,576	-	-	-
	3,378,880	3,232,514	16,250	16,250
<b><i>Non-executive directors:-</i></b>				
Fees	180,000	180,000	180,000	180,000
Other benefits	16,250	14,750	16,250	14,750
Share option expenses	1,523	-	1,523	-
	197,773	194,750	197,773	194,750
<b><u>Directors of Subsidiaries</u></b>				
<b><i>Non-executive directors:-</i></b>				
Fees	36,045	36,621	-	-
Share option expenses	395	-	-	-
	36,440	36,621	-	-
Total directors' remuneration	3,613,093	3,463,885	214,023	211,000
	<b>The Group</b>		<b>The Group</b>	
	<b>2025</b> <b>RM</b>		<b>2024</b> <b>RM</b>	
<b>(b) Other key management personnel</b>				
Salaries, bonus and other benefits			1,492,837	1,462,940
Contribution of defined contribution benefits			138,659	147,059
Estimated monetary value of benefits-in-kind			18,800	18,800
Share option expenses			17,762	-
Total compensation for other key management personnel			1,668,058	1,628,799

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

**34. RELATED PARTY DISCLOSURES**

**(a) Subsidiaries**

The subsidiaries are disclosed in Note 5.

**(b) Significant related party transactions and balances**

The Group and the Company carried out the following significant transactions with the related parties during the financial year:-

	<b>The Group</b>		<b>The Company</b>	
	<b>2025</b> <b>RM</b>	<b>2024</b> <b>RM</b>	<b>2025</b> <b>RM</b>	<b>2024</b> <b>RM</b>
<b>Subsidiaries</b>				
- Advances to	—	—	161,588	127,101
- Contribution to	—	—	—	4,418,000
- Dividend income	—	—	(2,200,000)	(3,850,000)
- Settlement of advance	—	—	(1,569,500)	(4,602,000)
<b>Director</b>				
- Repayment of lease liability	43,201	40,418	—	—
- Interest on lease liability	2,299	1,582	—	—
<b>Transaction with a company in which a director has direct or indirect substantial financial interests</b>				
- Professional fees	252,200	236,800	252,200	236,800

**35. OPERATING SEGMENTS**

Operating segments are prepared in a manner consistent with the internal reporting provided to the Group Executive Committee as its chief operating decision maker in order to allocate resources to segments and to assess their performance on a quarterly basis. For management purposes, the Group is organised into business units based on their products and services provided. In addition, the businesses are also considered from a geographical perspective.

The Group comprises the following main business segments as follows:-

<b>Business segments</b>	<b>Business activities</b>
Insulation materials	Design, test and manufacture of thermal insulation materials mainly for the heating, ventilation, air-conditioning and refrigeration ("HVAC&R") industry.
HVAC&R parts and equipments	Trading of HVAC&R parts and equipments.

NOTES TO THE  
FINANCIAL STATEMENTS  
(CONT'D)

**35. OPERATING SEGMENTS (CONT'D)**

(a) Business segments

	2025	2024
<b>Revenue</b>		
- Investment income	107,480,608	91,892,766
- External sales	23,150,370	17,706,301
- Internal sales	—	—
Total revenue	130,630,978	28,096,128
<b>Results</b>		
Profit/(Loss) from operation	16,091,097	26,281,504
Finance costs	(1,360,628)	—
Profit/(Loss) before taxation	14,730,469	3,850,000
Income tax expense	(2,378,726)	—
<b>Profit/(Loss) after taxation</b>	<b>12,351,743</b>	<b>(21,556,301)</b>
<b>Revenue</b>		
- Investment income	1,339,856	(688,508)
- External sales	(113,930)	—
- Internal sales	—	—
Total revenue	109,599,067	26,281,504
<b>Results</b>		
Profit/(Loss) from operation	14,902,194	(26,658)
Finance costs	(1,533,392)	—
Profit/(Loss) before taxation	13,368,802	(688,508)
Income tax expense	(1,646,319)	(12,620)
<b>Profit/(Loss) after taxation</b>	<b>11,722,483</b>	<b>(33,948)</b>

NOTES TO THE  
FINANCIAL STATEMENTS  
(CONT'D)

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

**35. OPERATING SEGMENTS (CONT'D)**

**(b) Geographical information**

Revenue is analysed based on the country in which the customer is located.

Non-current assets are determined according to the country where these assets are located. The amounts of non-current assets do not include financial instruments and deferred tax assets.

	Revenue		Non-current assets	
	At a point in time			
	2025 RM	2024 RM	2025 RM	2024 RM
Africa, America and Europe	18,585,682	14,554,462	—	—
Asia (excluding Malaysia) and Oceania	66,064,859	59,514,073	16,031,397	21,252,442
Malaysia	50,926,195	44,105,735	89,385,312	79,404,381
	135,576,736	118,174,270	105,416,709	100,656,823

**(c) Major customer**

There is no single customer that contributed 10% or more to the Group's revenue.

**36. CAPITAL COMMITMENTS**

	The Group	
	2025 RM	2024 RM
Purchase of property, plant and equipment	444,000	—

**37. FINANCIAL INSTRUMENTS**

The activities of the Group and of the Company are exposed to a variety of market risk (including foreign currency risk, interest rate risk and equity price risk), credit risk and liquidity risk. The overall financial risk management policy focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Group and of the Company.

**37.1 Financial risk management policies**

The policies in respect of the major areas of treasury activity are as follows:-

**(a) Market risk**

**(i) Foreign currency risk**

The Group and the Company are exposed to foreign currency risk on transactions and balances that are denominated in currencies other than the respective functional currencies of entities within the Group. The currencies giving rise to this risk are primarily United States Dollar ("USD") and Singapore Dollar ("SGD"). Foreign currency risk is monitored closely on an ongoing basis to ensure that the net exposure is at an acceptable level. The Group also holds cash and cash equivalents denominated in foreign currencies for working capital purposes.

NOTES TO THE  
FINANCIAL STATEMENTS  
(CONT'D)

## 37. FINANCIAL INSTRUMENTS (CONT'D)

### 37.1 Financial risk management policies (Cont'd)

#### (a) Market risk (Cont'd)

##### (i) Foreign currency risk (Cont'd)

The exposure to foreign currency risk (a currency which is other than the functional currency of the entities within the Group) based on the carrying amounts of the financial instruments at the end of the reporting period is summarised below:-

***Foreign currency exposure***

The Group 2025	USD RM	SGD RM	Others RM	RM RM	Total RM
<b>Financial assets</b>					
Trade receivables	6,388,995	–	3,684,569	5,145,527	15,219,091
Other receivables	–	–	248	101,939	102,187
Fixed deposits with licensed banks	2,658,000	–	5,644,000	26,777,740	35,079,740
Short-term investment	10,325,224	–	–	5,323,647	15,648,871
Cash and bank balances	3,632,271	245,782	1,267,843	4,853,673	9,999,569
	23,004,490	245,782	10,596,660	42,202,526	76,049,458
<b>Financial liabilities</b>					
Trade payables	(1,531,934)	–	(271,207)	(2,522,309)	(4,325,450)
Other payables and accruals	(585,259)	(32,492)	(1,161,085)	(3,290,757)	(5,069,593)
	(2,117,193)	(32,492)	(1,432,292)	(5,813,066)	(9,395,043)
Net financial assets	20,887,297	213,290	9,164,368	36,389,460	66,654,415
Less : Net financial assets denominated in the respective entities functional currencies	(5,577,228)	–	(9,105,387)	(36,389,460)	(51,072,075)
Currency exposure	15,310,069	213,290	58,981	–	15,582,340

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

**37. FINANCIAL INSTRUMENTS (CONT'D)**

**37.1 Financial risk management policies (Cont'd)**

**(a) Market risk (Cont'd)**

**(i) Foreign currency risk (Cont'd)**

**Foreign currency exposure (Cont'd)**

The Group 2024	USD RM	SGD RM	Others RM	RM RM	Total RM
<b>Financial assets</b>					
Trade receivables	6,236,246	8,914	2,114,897	6,723,131	15,083,188
Other receivables	–	–	8,648	61,547	70,195
Fixed deposits with licensed banks	–	–	2,820,000	37,573,151	40,393,151
Cash and bank balances	3,291,152	9,148	1,291,247	6,216,813	10,808,360
	9,527,398	18,062	6,234,792	50,574,642	66,354,894
<b>Financial liabilities</b>					
Trade payables	(995,502)	–	(282,671)	(2,628,853)	(3,907,026)
Other payables and accruals	(764,962)	(23,044)	(1,609,167)	(3,483,584)	(5,880,757)
Loans and borrowings	(3,555,589)	–	–	(23,846,344)	(27,401,933)
	(5,316,053)	(23,044)	(1,891,838)	(29,958,781)	(37,189,716)
Net financial assets/ (liabilities)	4,211,345	(4,982)	4,342,954	20,615,861	29,165,178
Less : Net financial assets denominated in the respective entities functional currencies	(102,143)	–	(4,337,846)	(20,615,861)	(25,055,850)
Currency exposure	4,109,202	(4,982)	5,108	–	4,109,328

NOTES TO THE  
FINANCIAL STATEMENTS  
(CONT'D)

### **37. FINANCIAL INSTRUMENTS (CONT'D)**

#### **37.1 Financial risk management policies (Cont'd)**

##### **(a) Market risk (Cont'd)**

###### **(i) Foreign currency risk (Cont'd)**

###### ***Foreign currency exposure (Cont'd)***

<b>The Company 2025</b>	<b>USD RM</b>	<b>Others RM</b>	<b>RM RM</b>	<b>Total RM</b>
<b>Financial assets</b>				
Amount owing by subsidiaries	–	66,582	117,000	183,582
Cash and bank balances	10,691	–	130,680	141,371
	10,691	66,582	247,680	324,953
Net financial assets	10,691	66,582	247,680	324,953
Less : Net financial assets denominated in the Company's functional currency				
	–	–	(247,680)	(247,680)
Currency exposure	10,691	66,582	–	77,273
<b>The Company 2024</b>	<b>USD RM</b>	<b>Others RM</b>	<b>RM RM</b>	<b>Total RM</b>
<b>Financial assets</b>				
Amount owing by subsidiaries	–	21,994	110,000	131,994
Cash and bank balances	11,824	–	1,216,412	1,228,236
	11,824	21,994	1,326,412	1,360,230
Net financial assets	11,824	21,994	1,326,412	1,360,230
Less : Net financial assets denominated in the Company's functional currency				
	–	–	(1,326,412)	(1,326,412)
Currency exposure	11,824	21,994	–	33,818

NOTES TO THE  
FINANCIAL STATEMENTS  
(CONT'D)

## **37. FINANCIAL INSTRUMENTS (CONT'D)**

### **37.1 Financial risk management policies (Cont'd)**

#### **(a) Market risk (Cont'd)**

##### **(i) Foreign currency risk (Cont'd)**

*Foreign currency risk sensitivity analysis*

The following table details the sensitivity analysis to a reasonably possible change in the foreign currencies at the end of the reporting period, with all other variables held constant:-

	<b>The Group</b>		<b>The Company</b>	
	<b>2025</b> <b>RM</b>	<b>2024</b> <b>RM</b>	<b>2025</b> <b>RM</b>	<b>2024</b> <b>RM</b>
<b>Effects on profit after taxation</b>				
USD				
- strengthened by 5%	581,783	156,150	406	449
- weakened by 5%	(581,783)	(156,150)	(406)	(449)
SGD				
- strengthened by 5%	8,105	(189)	–	–
- weakened by 5%	(8,105)	189	–	–
Others				
- strengthened by 5%	2,241	194	2,530	836
- weakened by 5%	(2,241)	(194)	(2,530)	(836)

There is no impact on the Group's equity.

##### **(ii) Interest rate risk**

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The exposure to interest rate risk arises mainly from long-term borrowings with variable rates. The Group adopts a policy of obtaining the most favourable interest rates available and maintaining a balanced portfolio mix of fixed and floating rate borrowings.

The fixed rate debt instruments of the Group are not subject to interest rate risk since neither carrying amounts nor the future cash flows will fluctuate because of a change in market interest rates.

The exposure to interest rate risk based on the carrying amounts of the financial instruments at the end of the reporting period is disclosed in Note 20 to the financial statements.

*Interest rate risk sensitivity analysis*

Any reasonably possible change in the interest rates of floating rate term loans at the end of the reporting period does not have a material impact on the profit after taxation and other comprehensive income of the Group and of the Company and hence, no sensitivity analysis is presented.

##### **(iii) Equity price risk**

The Group and the Company do not have any quoted investments and hence, is not exposed to equity price risk.

NOTES TO THE  
FINANCIAL STATEMENTS  
(CONT'D)

## 37. FINANCIAL INSTRUMENTS (CONT'D)

### 37.1 Financial risk management policies (Cont'd)

#### (b) Credit risk

The exposure to credit risk, or the risk of counterparties defaulting, arises mainly from trade and other receivables. The Group and the Company manage their exposure to credit risk by the application of credit approvals, credit limits and monitoring procedures on an ongoing basis. For other financial assets (including cash and bank balances), the Group and the Company minimise credit risk by dealing exclusively with high credit rating counterparties.

Also, the Company's exposure to credit risk includes loans and advances to subsidiaries, and corporate guarantees given to financial institutions for credit facilities granted to certain subsidiaries. The Company monitors the ability of the subsidiaries to serve their loans on an individual basis.

#### (i) Credit risk concentration profile

The Group does not have any significant credit risk related to any individual customer or counterparty.

In addition, the Group also determines concentration of credit risk by monitoring the geographical region of its trade receivables on an ongoing basis. The credit risk concentration profile of trade receivables at the end of the reporting period is as follows:-

	The Group			
	2025	% of total	2024	% of total
RM	RM	%	RM	
<b>By country:-</b>				
Africa, America and Europe	2,134,787	14.0	1,773,661	11.8
Asia (excluding Malaysia) and Oceania	7,938,777	52.2	6,908,008	45.8
Malaysia	5,145,527	33.8	6,401,519	42.4
	<hr/> 15,219,091	<hr/> 100.0	<hr/> 15,083,188	<hr/> 100.0

#### (ii) Maximum exposure to credit risk

At the end of the reporting period, the maximum exposure to credit risk is represented by the carrying amount of each class of financial assets recognised in the statements of financial position of the Group and of the Company after deducting any allowance for impairment losses (where applicable).

In addition, the Company's maximum exposure to credit risk also includes corporate guarantees provided to its subsidiaries as disclosed under the 'Maturity analysis' of item (c) below, representing the outstanding banking facilities of the subsidiaries as at the end of the reporting period. These corporate guarantees have not been recognised in the Company's financial statements since their fair value on initial recognition were not material.

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

**37. FINANCIAL INSTRUMENTS (CONT'D)**

**37.1 Financial risk management policies (Cont'd)**

**(b) Credit risk (Cont'd)**

**(iii) Assessment of impairment losses**

The exposure to credit risk is monitored on an on-going basis through periodic review of the ageing of the receivables. The Group closely monitor the receivables' financial strength to reduce the risk of loss.

At each reporting date, the Group evaluate whether any of financial assets at amortised cost are credit impaired.

The gross carrying amounts of financial assets are written off against the associated impairment, if any, when there is no reasonable expectation of recovery despite the fact that they are still subject to enforcement activities.

A financial asset is credit impaired when any of following events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred:

- Significant financial difficulty of the receivable;
- A breach of contract, such as default or past due event;
- Restructuring of a debt in relation to the receivable's financial difficulty; or
- It is becoming probable that the receivable will enter bankruptcy or other financial reorganisation.

The Group considers a receivable to be in default when the receivable is unlikely to repay its debt to the Group in full or is more than 90 to 120 days (2024: 90 to 120 days) past due unless the Group have reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

**Trade receivables**

The Group applies the simplified approach to measure expected credit losses using a lifetime expected credit loss allowance for all trade receivables.

***Inputs, Assumptions and Techniques used for Estimating Impairment Losses***

To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due.

The Group measures the expected credit losses of certain major customers, trade receivables that are credit impaired and trade receivables with a high risk of default on an individual basis.

The expected loss rates are based on the payment profiles of sales over 24 months (2024: 24 months) before the reporting date and the corresponding historical credit losses experienced within this period. The historical loss rates were not adjusted to reflect forward-looking information on macroeconomic factors affecting the ability of the trade receivables to settle their debts as the Group has not identified any forward-looking assumptions which correlate to the historical loss rates.

There are no significant changes in the estimation techniques and assumptions as compared to the previous financial year.

NOTES TO THE  
FINANCIAL STATEMENTS  
(CONT'D)

## 37. FINANCIAL INSTRUMENTS (CONT'D)

### 37.1 Financial risk management policies (Cont'd)

#### (b) Credit risk (Cont'd)

##### (iii) Assessment of impairment losses (Cont'd)

###### Trade receivables (Cont'd)

###### *Allowance for impairment losses*

The reconciliations of allowance for impairment losses are as follows:-

The Group	Non-credit Impaired RM	Credit Impaired RM	Total RM
<u>Trade receivables</u>			
At 1 May 2023	505,964	1,781,820	2,287,784
Additions (Note 25)	322,918	-	322,918
Reversal (Note 25)	(505,963)	(36,254)	(542,217)
At 30 April 2024 / 1 May 2024	322,919	1,745,566	2,068,485
Additions (Note 25)	356,264	303,527	659,791
Reversal (Note 25)	(348,723)	(199,630)	(548,353)
Write-off	-	(1,530,840)	(1,530,840)
Transfer from credit impaired to non-credit impaired	(1,307)	1,307	-
At 30 April 2025	329,153	319,930	649,083

The information about the credit exposure and loss allowances recognised for trade receivables are as follows:-

The Group 2025	Gross amount RM	Lifetime individual allowance RM	Carrying amount RM
Current (not past due)	6,706,221	-	6,706,221
1 to 30 days past due	7,190,151	-	7,190,151
31 to 60 days past due	1,506,271	(245,890)	1,260,381
61 to 90 days past due	52,376	(50,226)	2,150
91 to 120 days past due	93,225	(33,037)	60,188
	15,548,244	(329,153)	15,219,091
Credit impaired:-			
More than 120 days past due	319,930	(319,930)	-
	15,868,174	(649,083)	15,219,091

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

**37. FINANCIAL INSTRUMENTS (CONT'D)**

**37.1 Financial risk management policies (Cont'd)**

**(b) Credit risk (Cont'd)**

**(iii) Assessment of impairment losses (Cont'd)**

Trade receivables (Cont'd)

*Allowance for impairment losses (Cont'd)*

The reconciliations of allowance for impairment losses are as follows:- (Cont'd)

<b>The Group 2024</b>	<b>Gross amount RM</b>	<b>Lifetime individual allowance RM</b>	<b>Carrying amount RM</b>
Current (not past due)	8,907,334	-	8,907,334
1 to 30 days past due	4,754,008	-	4,754,008
31 to 60 days past due	1,533,732	(322,919)	1,210,813
61 to 90 days past due	207,860	-	207,860
	15,402,934	(322,919)	15,080,015
Credit impaired:-			
More than 120 days past due	1,748,739	(1,745,566)	3,173
	17,151,673	(2,068,485)	15,083,188

Trade receivables that are individually determined to be impaired relate to debtors who are in significant financial difficulties and have defaulted on payments. These debtors are not secured by any collateral or credit enhancements.

Other receivables and amount owing by subsidiaries

The Group applies the 3-stage general approach to measure expected credit losses for other receivables and amount owing by subsidiaries. The Group considers other receivables and amount owing by subsidiaries have low credit risks. The Group assumes that there is a significant increase in credit risk when other receivables' and amount owing by subsidiaries' financial position deteriorates significantly.

The Group measures the expected credit losses on an individual basis, which is aligned with its credit risk management practices on the other receivables and amount owing by subsidiaries.

For other receivables and amount owing by subsidiaries that are repayable on demand, impairment loss is assessed based on the assumption that repayment of the outstanding balances is demanded at the reporting date. If the other receivables and amount owing by subsidiaries do not have sufficient highly liquid resources when the amount owing by other receivables and subsidiaries are demanded, the Group will consider the expected manner of recovery to measure the impairment loss; the recovery manner could be either through 'repayable over time' or a fire sale of less liquid assets by the other receivables and amount owing by subsidiaries.

*Allowance for impairment losses*

At the end of the reporting period, there was no indication that the balances are not recoverable other than those which had already impaired in the previous financial year.

NOTES TO THE  
FINANCIAL STATEMENTS  
(CONT'D)

## **37. FINANCIAL INSTRUMENTS (CONT'D)**

### **37.1 Financial risk management policies (Cont'd)**

#### **(b) Credit risk (Cont'd)**

##### **(iii) Assessment of impairment losses (Cont'd)**

###### Fixed deposits with licensed banks, cash and bank balances

The Group and the Company consider the licensed banks have low credit risks. In addition, some of the bank balances are insured by Government agencies. Therefore, the Group and the Company are of the view that the loss allowance is immaterial and hence, it is not provided for.

###### Financial guarantee contracts

Corporate guarantees for borrowing facilities granted to subsidiaries are financial guarantee contracts.

###### *Inputs, Assumptions and Techniques used for Estimating Impairment Losses*

The Company closely monitors the subsidiaries' financial strength to reduce the risk of loss.

The Company considers there is a significant increase in credit risk when a subsidiary's financial position deteriorates significantly. A financial guarantee contract is credit impaired when:

- The subsidiary is unlikely to repay its obligation to the bank in full; or
- The subsidiary is having a deficit in equity and is continuously loss making.

The Company determines the probability of default of the guaranteed amounts individually using internal information available.

###### *Allowance for Impairment Losses*

All of the financial guarantee contracts are considered to be performing, have low risks of default and historically there were no instances where these financial guarantee contracts were called upon by the parties of which the financial guarantee contracts were issued to. Accordingly, no loss allowances were identified based on 12-month expected credit losses.

## 37. FINANCIAL INSTRUMENTS (CONT'D)

### 37.1 Financial risk management policies (Cont'd)

#### (c) Liquidity risk

Liquidity risk arises mainly from general funding and business activities. The Group and the Company practise prudent risk management by maintaining sufficient cash balances and the availability of funding through certain committed credit facilities.

#### Maturity analysis

The following table sets out the maturity profile of the financial liabilities at the end of the reporting period based on contractual undiscounted cash flows (including interest payments computed using contractual rates or, if floating, based on the rates at the end of the reporting period):-

The Group 2025	Contractual interest rate %	Carrying amount RM	Contractual undiscounted cash flows RM			Within 1 year RM	1-5 years RM	Over 5 years RM
			Within 1 year RM	1-5 years RM	Over 5 years RM			
<b>Non-derivative financial liabilities</b>								
Trade payables	-	4,325,450	4,325,450	4,325,450	-	-	-	-
Other payables and accruals	-	5,069,593	5,069,593	5,069,593	-	-	-	-
Lease liabilities	2.7 - 4.6	3,122,152	3,441,316	1,022,795	2,418,521	-	-	-
Loans and borrowings:-								
- Bill payables	5.1	1,102,514	1,102,514	1,102,514	-	-	-	-
- Hire purchases payables	4.0 - 4.8	1,541,298	1,803,589	298,106	960,161	545,322	-	-
- Term loans	4.5 - 5.5	20,499,924	24,835,303	3,155,373	12,163,754	9,516,176	-	-
		35,660,931	40,577,765	14,973,831	15,542,436	10,061,498		
<b>Non-derivative financial liabilities</b>								
Trade payables	-	3,907,026	3,907,026	3,907,026	-	-	-	-
Other payables and accruals	-	5,880,757	5,880,757	5,880,757	-	-	-	-
Lease liabilities	2.7 - 5.5	4,132,309	4,959,171	1,034,964	3,924,207	-	-	-
Loans and borrowings:-								
- Multi currency trade loans	6.6	3,555,589	3,555,589	3,555,589	-	-	-	-
- Hire purchases payables	4.0 - 11.4	1,186,878	1,337,169	506,906	522,355	307,908	-	-
- Term loans	4.5 - 5.5	22,659,466	28,058,599	3,199,886	12,342,664	12,516,049	-	-
		41,322,025	47,698,311	18,085,128	16,789,226	12,823,957		

NOTES TO THE  
FINANCIAL STATEMENTS  
(CONT'D)

## 37. FINANCIAL INSTRUMENTS (CONT'D)

### 37.1 Financial risk management policies (Cont'd)

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

##### *Maturity analysis (Cont'd)*

	The Company 2025	Contractual interest rate %	Carrying amount RM	Contractual undiscounted cash flows			1-5 years RM	Over 5 years RM
				Within 1 year RM	Over 5 years RM	Over 5 years RM		
Other payables and accruals Financial guarantee contract in relation to corporate guarantee to certain subsidiaries *	-	248,400	248,400	248,400	-	-	-	-
	-	-	25,937,817	4,257,887	12,163,754	9,516,176		
	248,400	26,186,217	4,506,287	12,163,754	9,516,176			
	The Company 2024	Contractual interest rate %	Carrying amount RM	Contractual undiscounted cash flows			1-5 years RM	Over 5 years RM
				Within 1 year RM	Over 5 years RM	Over 5 years RM		
Other payables and accruals Financial guarantee contract in relation to corporate guarantee to certain subsidiaries *	-	214,350	214,350	214,350	-	-	-	-
	-	-	31,614,188	6,755,475	12,342,664	12,516,049		
	214,350	31,828,538	6,969,825	12,342,664	12,516,049			

\* The contractual undiscounted cash flows represent the outstanding credit facilities of the subsidiaries at the end of the reporting period. The financial guarantees have not been recognised in the financial statements since their fair value on initial recognition was not material.

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

**37. FINANCIAL INSTRUMENTS (CONT'D)**

**37.2 Capital risk management**

Capital structure is a combination of equity and debt used by an entity to finance its overall operations and growth. The objective of the capital management of the Group and of the Company is to maintain an optimal capital structure and ensuring availability of funds in order to support its businesses and related shareholders value. To achieve this objective, the Group and the Company may make adjustments to the capital structure in view of changes in economic conditions, such as adjusting the amount of dividend payment, returning of capital to shareholders or issuing new shares.

The Group and the Company monitor and maintain a prudent level of total debt to total equity ratio to optimise shareholders value and to ensure compliance with debt covenants and regulatory, if any.

There was no change in the approach to capital management during the financial year.

**37.3 Classification of financial instruments**

	<b>The Group</b>		<b>The Company</b>	
	<b>2025</b> <b>RM</b>	<b>2024</b> <b>RM</b>	<b>2025</b> <b>RM</b>	<b>2024</b> <b>RM</b>
<b>Financial assets</b>				
<u>Designated at fair value through profit or loss</u>				
Other investment	46,667	46,667	–	–
Short-term investment	15,648,871	5,771,856	1,808,399	–
	15,695,538	5,818,523	1,808,399	–
<u>Amortised cost</u>				
Trade receivables	15,219,091	15,083,188	–	–
Other receivables	102,187	70,195	–	–
Amount owing by subsidiaries	–	–	183,582	131,994
Fixed deposits with licensed banks	35,079,740	40,393,151	600,000	2,700,000
Cash and bank balances	9,999,569	10,808,360	141,371	1,228,236
	60,400,587	66,354,894	924,953	4,060,230
<b>Financial liabilities</b>				
<u>Amortised cost</u>				
Trade payables	4,325,450	3,907,026	–	–
Other payables and accruals	5,069,593	5,880,757	248,400	214,350
Lease liabilities	3,122,152	4,132,309	–	–
Loans and borrowings	23,143,736	27,401,933	–	–
	35,660,931	41,322,025	248,400	214,350

NOTES TO THE  
FINANCIAL STATEMENTS  
(CONT'D)

### **37. FINANCIAL INSTRUMENTS (CONT'D)**

#### **37.4 Gains or (losses) arising from financial instruments**

	<b>The Group</b>		<b>The Company</b>	
	<b>2025</b> <b>RM</b>	<b>2024</b> <b>RM</b>	<b>2025</b> <b>RM</b>	<b>2024</b> <b>RM</b>
<b>Financial assets</b>				
<u>Fair value through profit or loss</u>				
Net gains recognised in profit or loss	367,124	228,326	78,399	-
<u>Amortised cost</u>				
Net gains/(losses) recognised in profit or loss	693,409	1,671,301	(2,782,987)	1,908,301
<b>Financial liabilities</b>				
<u>Amortised cost</u>				
Net (losses) recognised in profit or loss	(856,812)	(2,788,824)	-	-

## 37. FINANCIAL INSTRUMENTS (CONT'D)

### 37.5 Fair value information

The fair values of the financial assets and financial liabilities of the Group and of the Company which are maturing within the next 12 months approximated their carrying amounts due to the relatively short-term maturity of the financial instruments or repayable on demand terms.

The following tables sets out the fair value profile of financial instruments that are carried at fair value and those not carried at fair value at the end of the reporting period:-

<b>The Group</b>	<b>Fair value of financial instruments carried at fair value</b>			<b>Fair value of financial instruments not carried at fair value</b>			<b>Total fair value</b> <b>RM</b>	<b>Carrying amount</b> <b>RM</b>
	<b>Level 1</b> <b>RM</b>	<b>Level 2</b> <b>RM</b>	<b>Level 3</b> <b>RM</b>	<b>Level 1</b> <b>RM</b>	<b>Level 2</b> <b>RM</b>	<b>Level 3</b> <b>RM</b>		
<b>2025</b>								
<b>Financial assets</b>								
Other investment	-	25,000	-	-	-	-	-	25,000
Short-term investment	-	15,648,871	-	-	-	-	-	15,648,871
<b>2024</b>								
<b>Financial assets</b>								
Other investment	-	25,000	-	-	-	-	-	25,000
Short-term investment	-	5,771,856	-	-	-	-	-	5,771,856
<b>Financial liabilities</b>								
Term loans	-	-	-	-	(20,499,924)	-	(20,499,924)	(20,499,924)
<b>2023</b>								
<b>Financial assets</b>								
Other investment	-	25,000	-	-	-	-	-	25,000
Short-term investment	-	5,771,856	-	-	-	-	-	5,771,856
<b>Financial liabilities</b>								
Term loans	-	-	-	-	-	(22,659,466)	-	(22,659,466)

NOTES TO THE  
FINANCIAL STATEMENTS  
(CONT'D)

## 37. FINANCIAL INSTRUMENTS (CONT'D)

### 37.5 Fair value information (Cont'd)

#### (a) Fair value of financial instrument carried at fair value

The fair value above have been determined using the following basis:-

- (i) The fair value of other investment is estimated based on references to current available counterparty quotation of respective golf club.
- (ii) The fair value of short-term investment is determined by reference to statements provided by the respective financial institutions, with which the investment were entered into.

#### (b) Fair value of financial instruments not carried at fair value

The fair values, which are for disclosure purposes, have been determined using the following basis:-

The fair value of the term loans that carry floating interest rates approximated their carrying amounts as they are repriced to market interest rates on or near the reporting date.

## 38. COMPARATIVE FIGURE

The following figures have been reclassified to conform with the presentation of the current financial year:-

	The Group	
	As Previously Reported	As Restated
	RM	RM
<b>Statement of Financial Position (Extract):-</b>		
<b><u>Current liabilities</u></b>		
Trade payable	5,131,255	3,907,026
Other payables and accruals	6,403,382	7,627,611

## LIST OF PROPERTIES

<b>Property / Title Details</b>	<b>Type (Existing Use)</b>	<b>Date of Acquisition / Revaluation</b>	<b>Approximate Age of Buildings / Tenure</b>	<b>Net Book Value (RM'000)</b>	<b>Land Area/ Built-up Area (square feet)</b>
<b><u>Factory 1</u></b>					
Lot 2567, Jalan Sungai Jati, Kampung Jawa, 41200 Klang, Selangor / GM 21359, Lot 174667, Tempat Sungai Jaty, Mukim Klang, Daerah Klang, Selangor	Land and Building (Factory and Office)	30/03/1996 / 30/04/2025	28 years / Freehold	22,800	117,025/ 90,712
Lot 2568, Jalan Sungai Jati, Taman Klang Jaya, 41200 Klang, Selangor / GM 20928, Lot 174634, Mukim Klang, Daerah Klang, Selangor	Land and Building (Warehouse)	08/01/2009 / 30/04/2025	8 years / Freehold	24,150	117,111/ 63,375
<b><u>Factory 2</u></b>					
Lot 2736, Jalan Raja Nong, Kampung Jawa, 41200 Klang, Selangor / GM 19478, Lot 128651, Tempat Sungai Jaty, Mukim Klang, Daerah Klang, Selangor	Land and Building (Factory and Office)	13/10/2004 / 30/04/2025	19 years / Freehold	23,500	120,620/ 69,634
<b><u>VIETNAM</u></b>					
Land Lot No. 18-6, Street 3B, Protrade International Industrial Park, Tay Nam Ward, Ho Chi Minh City, Vietnam	Building (Factory and Office)	18/04/2017 / 10/04/2025	6.5 years / Long lease up to 28 October 2057	3,499	– / 69,026

## ANALYSIS OF SHAREHOLDINGS AS AT 28 JULY 2025

Issued share capital : RM41,433,182  
 Total number of issued shares : 160,000,000  
 Class of shares : Ordinary shares

<b>Size of shareholdings</b>	<b>No. of shareholders</b>	<b>%</b>	<b>No. of shares^</b>	<b>%</b>
Less than 100	76	1.90	1,847	~
100 – 1,000	954	23.82	427,070	0.27
1,001 – 10,000	1,940	48.44	9,893,105	6.24
10,001 – 100,000	907	22.65	27,612,536	17.41
100,001 – less than 5%	127	3.17	84,298,736	53.15
5% and above	1	0.02	36,360,548	22.93
<b>TOTAL</b>	<b>4,005</b>	<b>100.00</b>	<b>158,593,842</b>	<b>100.00</b>

<sup>^</sup> Excluding the 1,406,158 shares held in treasury  
 ~ Negligible

### SUBSTANTIAL SHAREHOLDERS' SHAREHOLDINGS

<b>Name</b>	<b>No. of shares</b>	<b>Direct interest</b>		<b>Indirect interest</b>	
		<b>%</b>	<b>No. of shares</b>	<b>%</b>	
Liu Lee, Hsiu-Lin (also known as Jessica Hsiu-Lin Liu)	36,360,548	22.93	14,280,000*	9.00	
Liu Han-Chao	7,140,000	4.50	36,360,548 <sup>a</sup>	22.93	
Liu Jeremy	7,140,000	4.50	36,360,548 <sup>a</sup>	22.93	

\* Deemed interested via her children, Mr Liu Han-Chao's and Mr Liu Jeremy's shareholdings

<sup>a</sup> Deemed interested via his mother, Madam Liu Lee, Hsiu-Lin's shareholdings

### DIRECTORS' SHAREHOLDINGS

<b>Name</b>	<b>No. of shares</b>	<b>Direct interest</b>		<b>Indirect interest</b>	
		<b>%</b>	<b>No. of shares</b>	<b>%</b>	
Chun Kwong Pong	1,000,000	0.63	–	–	–
Liu Lee, Hsiu-Lin (also known as Jessica Hsiu-Lin Liu)	36,360,548	22.93	14,280,000*	9.00	
Liu Han-Chao	7,140,000	4.50	36,360,548 <sup>a</sup>	22.93	
Liu Jeremy	7,140,000	4.50	36,360,548 <sup>a</sup>	22.93	
Ongi Cheng San	132,204	0.08	–	–	–
Lim Wai Loong	–	–	–	–	–
Lin, Po-Chih	4,887,100	3.08	–	–	–
Lee Mei Hsiang	–	–	–	–	–

\* Deemed interested via her children, Mr Liu Han-Chao's and Mr Liu Jeremy's shareholdings

<sup>a</sup> Deemed interested via his mother, Madam Liu Lee, Hsiu-Lin's shareholdings

**ANALYSIS OF  
SHAREHOLDINGS  
(CONT'D)**

**LIST OF THIRTY (30) LARGEST SHAREHOLDERS**

Name	No. of shares	%
1. LIU LEE, HSIU LIN	35,308,320	22.26
2. COVINGTON PACIFIC LTD	7,534,000	4.75
3. JEREMY LIU	7,140,000	4.50
4. LIU HAN-CHAO	7,140,000	4.50
5. YAYASAN GURU TUN HUSSEIN ONN	6,013,000	3.79
6. RHB CAPITAL NOMINEES (TEMPATAN) SDN BHD <i>PLEDGED SECURITIES ACCOUNT FOR FONG SILING</i>	5,000,000	3.15
7. LIN, PO-CHIH	4,887,100	3.08
8. ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD <i>PLEDGED SECURITIES ACCOUNT FOR ANDREW LIM ENG GUAN</i>	2,360,000	1.49
9. LIN, RONG-MAO	2,330,000	1.47
10. MERCSEC NOMINEES (TEMPATAN) SDN BHD <i>PLEDGED SECURITIES ACCOUNT FOR SIEW WONG YEN @ SIEW KWANG HWA</i>	2,060,000	1.30
11. FANG, MEI-LING	2,023,200	1.28
12. CIMB GROUP NOMINEES (TEMPATAN) SDN BHD <i>CIMB COMMERCE TRUSTEE BERHAD FOR MAYBANK MALAYSIA SMALLCAP FUND</i>	1,622,500	1.02
13. CHIN CHIN SEONG	1,270,000	0.80
14. FANG, PEI-CHING	1,141,000	0.72
15. LOH KUOK JEAN	1,078,000	0.68
16. LIU LEE, HSIU LIN	1,052,228	0.66
17. CHUN KWONG PONG	1,000,000	0.63
18. AFFIN HWANG NOMINEES (TEMPATAN) SDN BHD <i>PLEDGED SECURITIES ACCOUNT FOR TAN LEONG KIAT</i>	883,200	0.56
19. PUBLIC NOMINEES (TEMPATAN) SDN BHD <i>PLEDGED SECURITIES ACCOUNT FOR TEH SEH BEE</i>	830,000	0.52
20. PUBLIC NOMINEES (TEMPATAN) SDN BHD <i>PLEDGED SECURITIES ACCOUNT FOR CHEE SAI MUN</i>	804,400	0.51
21. ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD <i>PLEDGED SECURITIES ACCOUNT FOR TEOH HUI PENG</i>	770,000	0.49
22. LEE MOI YIN	743,500	0.47
23. LIEW CHEE MING	720,000	0.45
24. MOOMOO NOMINEES (TEMPATAN) SDN BHD <i>PLEDGED SECURITIES ACCOUNT FOR LOH KUOK JEAN</i>	709,300	0.45
25. KENANGA NOMINEES (TEMPATAN) SDN BHD <i>PLEDGED SECURITIES ACCOUNT FOR TOMMY BIN BUGO@ HAMID BIN BUGO</i>	700,000	0.44
26. AFFIN HWANG NOMINEES (TEMPATAN) SDN BHD <i>PLEDGED SECURITIES ACCOUNT FOR TANG CHONG HEE</i>	688,800	0.43
27. ANG JIUN PEY	606,000	0.38
28. ANDREW LIM CHEONG SENG	600,000	0.38
29. HLIB NOMINEES (ASING) SDN BHD <i>PLEDGED SECURITIES ACCOUNT FOR TINA YU-CHEN LEE</i>	598,148	0.38
30. ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD <i>PLEDGED SECURITIES ACCOUNT FOR CHIN CHIN SEONG</i>	528,000	0.33

## NOTICE OF ANNUAL GENERAL MEETING

**NOTICE IS HEREBY GIVEN** that the Nineteenth Annual General Meeting of SUPERLON HOLDINGS BERHAD ("the Company") will be held at Botanic Room, Botanic Resort Club, No. 1, Jalan Ambang Botanic, Bandar Botanic, 41200 Klang, Selangor on Thursday, 25 September 2025 at 10.00 a.m. to transact the following business:-

### AGENDA

#### AS ORDINARY BUSINESS

1. To receive the Audited Financial Statements for the financial year ended 30 April 2025 together with the Directors' and Auditors' Reports thereon.
2. To approve the following payments to Directors:
  - (i) Directors' fees of up to RM280,000 for the financial year ending 30 April 2026 payable (**Ordinary Resolution 1**) monthly in arrears after each month of completed service of the Directors during the subject financial year.
  - (ii) Meeting attendance allowances of up to RM60,000 for the period from the date of the (**Ordinary Resolution 2**) forthcoming Annual General Meeting to 31 October 2026.
3. To re-elect the following Directors who retire in accordance with Clause 93 of the Company's Constitution:
  - (i) Madam Liu Lee, Hsiu-Lin (Also known as Jessica Hsiu-Lin Liu) (**Ordinary Resolution 3**)
  - (ii) Mr Chun Kwong Pong (**Ordinary Resolution 4**)
  - (iii) Ms Lee Mei Hsiang (**Ordinary Resolution 5**)
4. To re-appoint Messrs Crowe Malaysia PLT as Auditors of the Company and to authorise the (**Ordinary Resolution 6**) Directors to fix their remuneration.

#### AS SPECIAL BUSINESS

To consider and if thought fit, to pass the following resolutions with or without any modifications as ordinary resolution:

5. **Proposed renewal of authority for Directors to allot and issue shares pursuant to Sections 75 and 76 of the Companies Act 2016** (**Ordinary Resolution 7**)

"THAT pursuant to Sections 75 and 76 of the Companies Act 2016, Main Market Listing Requirements of Bursa Malaysia Securities Berhad, the Constitution of the Company and the approvals of the relevant regulatory authorities (where applicable), the Directors of the Company be hereby authorised to allot and issue shares in the capital of the Company, grant rights to subscribe for shares in the Company, convert any securities into shares in the Company, or allot shares under an agreement(s) or option(s) or offer(s) ("New Shares") from time to time, at such price, to such persons and for such purposes and upon such terms and conditions as the Directors may in their absolute discretion deem fit and expedient in the interest of the Company without first offer to holders of existing issued shares of the Company, provided that the aggregate number of such New Shares to be issued, to be subscribed under any rights granted, to be issued from conversion of any security, or to be issued and allotted under an agreement or option or offer, pursuant to this resolution, when aggregated with the total number of any such shares issued during the preceding twelve (12) months does not exceed ten percent (10%) of the total number of issued shares of the Company (excluding treasury shares, if any) for the time being ("Proposed General Mandate").

**NOTICE OF  
ANNUAL GENERAL MEETING  
(CONT'D)**

THAT such approval on the Proposed General Mandate shall continue to be in force until:

- a. the conclusion of the next Annual General Meeting of the Company held after the approval was given;
- b. the expiration of the period within which the next Annual General Meeting of the Company is required to be held after the approval was given; or
- c. revoked or varied by resolution passed by the shareholders of the Company in a general meeting, whichever is the earlier.

THAT the Directors of the Company be hereby also empowered to obtain the approval from Bursa Malaysia Securities Berhad for the listing of and quotation for such New Shares on the Main Market of Bursa Malaysia Securities Berhad.

AND THAT authority be hereby given to the Directors of the Company, to implement, finalise, complete and take all necessary steps and to do all acts (including execute such documents as may be required), deeds and things in relation thereto as to give effect to the Proposed General Mandate with full powers to assent to any conditions, modifications, variations and/or amendments as they may deem fit in the best interest of the Company and/or as may be imposed by the relevant authorities."

**6. Proposed renewal of authority for the Company to purchase its own ordinary shares up to (Ordinary Resolution 8) ten percent (10%) of its issued share capital**

"THAT subject to compliance with the Companies Act 2016, the Constitution of the Company, the Main Market Listing Requirements of Bursa Malaysia Securities Berhad and all other applicable laws, regulations, guidelines and the approvals of all relevant governmental and/or regulatory authorities, the Company be hereby given full authority, to seek shareholders' approval for the renewal of authority for the Company to purchase such amount of ordinary shares in the Company ("Shares") through Bursa Malaysia Securities Berhad upon such terms and conditions as the Directors may deem fit in the interest of the Company provided that:

- (i) the aggregate number of Shares so purchased and/or held pursuant to this ordinary resolution ("Purchased Shares") does not exceed ten percent (10%) of the total issued share capital of the Company; and
- (ii) the maximum amount of funds to be allocated for the Purchased Shares shall not exceed the aggregate of the retained profits of the Company;

THAT the Directors be hereby authorised to decide at their discretion either to retain the Purchased Shares as treasury shares (as defined in Section 127 of the Companies Act 2016) and/or to cancel the Purchased Shares and/or to retain part of the Purchased Shares as treasury shares and cancel the remainder of the Purchased Shares;

THAT where the Purchased Shares are held as treasury shares, the Directors be hereby authorised to decide at their discretion either to distribute the treasury shares as share dividends to the shareholders of the Company and/or to resell the treasury shares through Bursa Malaysia Securities Berhad in accordance with the relevant rules of Bursa Malaysia Securities Berhad and/or to transfer the treasury shares or part thereof under an employees' share scheme and/or to transfer the treasury shares or part thereof as purchase consideration and/or to cancel the treasury shares or part thereof subsequently and/or to deal with the Purchased Shares in such other manner as may be permitted by the Companies Act 2016, rules, regulations, guidelines, requirements and/or orders of Bursa Malaysia Securities Berhad and any other relevant authorities for the time being in force;

NOTICE OF  
ANNUAL GENERAL MEETING  
(CONT'D)

AND THAT such approval and authorisation shall only continue to be in force until:

- (i) the conclusion of the next Annual General Meeting of the Company following the general meeting at which such resolution was passed at which time it shall lapse unless by ordinary resolution passed at that meeting, the authority is renewed, either unconditionally or subject to conditions; or
- (ii) the expiration of the period within which the next Annual General Meeting after that date is required by law to be held; or
- (iii) revoked or varied by an ordinary resolution passed by the shareholders of the Company in a general meeting,

whichever occurs first;

AND FURTHER THAT the Directors of the Company be authorised to do all such acts and things (including, without limitation executing all such documents as may be required) as they may consider expedient or necessary to give full effect to this mandate."

7. To transact any other business for which due notice shall have been given in accordance with the Companies Act 2016.

**By order of the Board**

**NG MEI WAN**  
**(SSM Practicing Certificate No. 201908000801) (MIA 28862)**  
Company Secretary

Kuala Lumpur  
21 August 2025

**NOTICE OF  
ANNUAL GENERAL MEETING  
(CONT'D)**

**NOTES:**

1. Only depositors whose names appear in the Record of Depositors as at 17 September 2025 shall be regarded as members and be entitled to attend, participate, speak and vote at the Nineteenth Annual General Meeting.
2. A member shall be entitled to appoint another person as his/her proxy to exercise all or any of his/her rights to attend, participate, speak and vote in his/her stead pursuant to Section 334 of the Companies Act 2016. There shall be no restriction as to the qualification of the proxy.
3. Where a member of the Company is an Exempt Authorised Nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("Omnibus Account"), there is no limit to the number of proxies which the Exempt Authorised Nominee may appoint in respect of each Omnibus Account it holds.
4. Where a member appoints more than one (1) proxy, the appointment shall be invalid unless he/she specifies the proportion of his/her shareholding to be represented by each proxy.
5. The instrument appointing a proxy shall be in writing under the hand of the appointer or his/her attorney duly authorised in writing. If the appointer is a corporation, the instrument must be executed under its Common Seal or under the hand of an attorney so authorised. Any alterations in the Form of Proxy must be initialed by the member.
6. In the event the member(s) duly executes the Form of Proxy but does not name any proxy, such member(s) shall be deemed to have appointed the Chairman of the Meeting as his/her/their proxy, provided always that the rest of the Form of Proxy, other than the particulars of the proxy, have been duly completed by the member(s).
7. The instrument appointing a proxy and the power of attorney or other authority, if any, under which it is signed or a notarially certified copy of that power of attorney, must be deposited at Tricor Investor & Issuing House Services Sdn. Bhd. at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, or alternatively, in its drop-in box provided at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, or by electronic lodgement via TIIH Online website at <https://tiih.online> not less than forty-eight (48) hours before the time appointed for holding this meeting or any adjournment thereof as Paragraph 8.29A(1) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad requires all resolutions set out in the Notice of Nineteenth Annual General Meeting to vote by way of poll. For electronic lodgement, please refer to the Administrative Guide of Nineteenth Annual General Meeting.

**EXPLANATORY NOTES TO THE AGENDA**

**8. Item 1 of the Agenda  
Audited Financial Statements**

This Agenda item is meant for discussion only as the provision of Section 340(1)(a) of the Companies Act 2016 does not require a formal approval of the shareholders and hence, is not put forward for voting.

**9. Item 2 of the Agenda - Ordinary Resolutions no. 1 & 2  
Approval of Directors' fees for the financial year ending 30 April 2026 and meeting attendance allowances from the date of the forthcoming Annual General Meeting to 31 October 2026**

Directors' fees approved for the financial year ended 30 April 2025 was RM230,000 and the meeting attendance allowances of up to RM45,500 for the period from 25 September 2024 to 31 October 2025. The Directors' fees and meeting attendance allowances proposed are calculated based on the anticipated number of scheduled Board and Committee Meetings for 2025/2026 and assuming that all the Non-Executive Directors will hold office until the conclusion of the next Annual General Meeting.

This resolution is to facilitate payment of Directors' fees and meeting attendance allowances on current financial year basis. In the event the Directors' fees and meeting attendance allowances proposed are insufficient (e.g. due to more meetings), approval will be sought at the next Annual General Meeting for additional fees to meet the shortfall.

NOTICE OF  
ANNUAL GENERAL MEETING  
(CONT'D)

**EXPLANATORY NOTES TO THE AGENDA (CONT'D)**

**10. Item 5 of the Agenda - Ordinary Resolution 7**

**Proposed renewal of authority for Directors to allot and issue shares pursuant to Sections 75 and 76 of the Companies Act 2016**

- a. The proposed Ordinary Resolution 7, if passed, will grant a mandate ("General Mandate") empowering the Directors of the Company, from the date of the Nineteenth Annual General Meeting to allot and issue shares in the capital of the Company, grant rights to subscribe for shares in the Company, convert any securities into shares in the Company, or allot shares under an agreement(s) or option(s) or offer(s) ("New Shares") from time to time, at such price, to such persons and for such purposes and upon such terms and conditions as the Directors may in their absolute discretion deem fit and expedient in the interest of the Company up to an amount not exceeding ten percent (10%) of the total number of issued share capital of the Company. This authority, unless revoked or varied at a general meeting shall continue to be in full force until the conclusion of the next Annual General Meeting of the Company.
- b. The General Mandate is a renewal of the previous mandate obtained at the last Annual General Meeting held on 25 September 2024 which will expire at the conclusion of the forthcoming Annual General Meeting.
- c. As at the date of this Notice, the Company did not issue any new ordinary shares based on the previous mandate obtained at the last Annual General Meeting.
- d. The General Mandate, if granted, will provide flexibility to the Company for any possible fund raising activities, including but not limited to further placing of shares, for purpose of funding current and/or future investment project(s), working capital, repayment of bank borrowings and/or acquisitions.
- e. In accordance with Clause 10 of the Company's Constitution, the passing of the Ordinary Resolution 7 by the shareholders of the Company shall be taken as the shareholders agree for the New Shares to be issued to such person(s) as the Directors may deem fit and expedient in the interest of the Company without first offer the New Shares to holders of existing issued shares of the Company prior to issuance of the New Shares.

**11. Item 6 of the Agenda - Ordinary Resolution 8**

**Proposed renewal of authority for the Company to purchase its own ordinary shares up to ten percent (10%) of its issued share capital**

The proposed Ordinary Resolution 8, if passed, will allow the Directors of the Company to exercise the power of the Company to purchase not more than ten percent (10%) of the total issued and paid-up share capital of the Company at any time within the time period stipulated in the Main Market Listing Requirements of Bursa Malaysia Securities Berhad. This authority, unless revoked or varied by the Company at a general meeting, shall continue to be in full force until the conclusion of the next Annual General Meeting of the Company.

Further details are set out in the Statement to Shareholders dated 21 August 2025.

**12. ANNUAL REPORT**

The Annual Report for the financial year ended 30 April 2025 is now available at the Company's corporate website, [www.superlon.com.my](http://www.superlon.com.my). A printed copy of the Annual Report shall be provided to the shareholders upon request made with Tricor Investor & Issuing House Services Sdn. Bhd. soonest possible from the date of receipt of the request.

Shareholders who wish to receive the printed Annual Report may request at <https://tiih.online> by selecting "Request for Annual Report/Circular" under the "Investor Services" to submit the request form electronically or contacting Tricor Investor & Issuing House Services Sdn. Bhd. [197101000970 (11324-H)] at 03-27839299 or email your request to [is.enquiry@vistra.com](mailto:is.enquiry@vistra.com).

NOTICE OF  
ANNUAL GENERAL MEETING  
(CONT'D)

**STATEMENT ACCOMPANYING NOTICE OF ANNUAL GENERAL MEETING**

(Pursuant to Paragraph 8.27(2) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad)

**1. Details of Individuals Standing for Election as Directors**

No individual is seeking election as a Director at the Nineteenth Annual General Meeting of the Company.

**2. Statement relating to general mandate for issue of securities in accordance with Paragraph 6.03(3) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad**

Please refer to item 10 – Explanatory Notes to the Agenda for Ordinary Resolution 7 on proposed renewal of authority for Directors to allot and issue shares pursuant to Sections 75 and 76 of the Companies Act 2016.

# ADMINISTRATIVE GUIDE

FOR THE NINETEENTH ANNUAL GENERAL MEETING ("19TH AGM") OF SUPERLON HOLDINGS BERHAD

**Date** : **Thursday, 25 September 2025**  
**Time** : **10.00 a.m.**  
**Venue of Meeting** : **Botanic Room, Botanic Resort Club, No. 1, Jalan Ambang Botanic, Bandar Botanic, 41200 Klang, Selangor**

## **1. CORPORATE MEMBERS**

- a. Corporate members who wish to appoint corporate representatives instead of a proxy, must deposit their original or duly certified certificate of appointment of corporate representative to Tricor Investor & Issuing House Services Sdn. Bhd. ("Tricor").
- b. Attorneys appointed by power of attorney are required to deposit their power of attorney with Tricor not later than **Tuesday, 23 September 2025 at 10.00 a.m.** to attend and vote at the 19TH AGM.

## **2. GENERAL MEETING RECORD OF DEPOSITORS ("ROD")**

- a. Only a depositor whose name appears on the ROD as at **17 September 2025** shall be entitled to attend, participate, speak and vote at the 19TH AGM or appoint proxies to attend and/or vote on his/her behalf.

## **3. PROXY**

- a. You may also submit the Form of Proxy electronically via **TIIH Online** website at <https://tiih.online> no later than **Tuesday, 23 September 2025 at 10.00 a.m..**
- b. Alternatively, you may submit your Original Form of Proxy to Tricor's office at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, or alternatively, in its drop-in box provided at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, not less than forty-eight (48) hours before the time appointed for holding the 19TH AGM or any adjournment thereof, otherwise the Form of Proxy shall not be treated as valid.

## **4. ELECTRONIC LODGEMENT OF FORM OF PROXY**

- a. The procedures to lodge your Form of Proxy electronically via Tricor's **TIIH Online** website are summarised below:

<b>Procedure</b>		<b>Action</b>
<b>1. Steps for Individual Members</b>		
(a)	Register as a User with <b>TIIH Online</b>	<ul style="list-style-type: none"> <li>• Please access the website at <a href="https://tiih.online">https://tiih.online</a>. Register as a user under the "e-Services Login". Select the "<b>Register</b>" button and followed by "<b>Create Account by Individual Holder</b>". Please refer to the tutorial guide posted on the homepage for assistance.</li> <li>• If you are already a user with <b>TIIH Online</b>, you are not required to register again.</li> </ul>
(b)	Proceed with submission of Form of Proxy	<ul style="list-style-type: none"> <li>• After the release of the Notice of the 19TH AGM by the Company, login with your username (i.e. email address) and password.</li> <li>• Select the corporate event: "<b>SUPERLON HOLDINGS BERHAD 19TH AGM – SUBMISSION OF FORM OF PROXY</b>".</li> <li>• Read and agree to the terms and conditions and confirm the Declaration.</li> <li>• Insert your CDS account number and indicate the number of shares for your proxy(s) to vote on your behalf.</li> <li>• Appoint your proxy(s) and insert the required details of your proxy(s) or appoint Chairman as your proxy.</li> <li>• Indicate your voting instructions – FOR or AGAINST, otherwise your proxy will decide on your votes.</li> <li>• Review and confirm your proxy(s) appointment.</li> <li>• Print Form of Proxy for your record.</li> </ul>

**ADMINISTRATIVE  
GUIDE  
(CONT'D)**

**4. ELECTRONIC LODGEMENT OF FORM OF PROXY (CONT'D)**

- a. The procedures to lodge your Form of Proxy electronically via Tricor's **TIIH Online** website are summarised below (Cont'd):

Procedure	Action
<b>2. Steps for Corporation or Institutional Members</b>	
(c) Register as a User with <b>TIIH Online</b>	<ul style="list-style-type: none"> <li>Access <b>TIIH Online</b> website at <a href="https://tiih.online">https://tiih.online</a>.</li> <li>Under e-Services Login, the authorised or nominated representative of the corporation or institutional member selects the "<b>Register</b>" button and followed by "<b>Create Account by Representative of Corporate Holder</b>".</li> <li>Complete the registration form and upload the required documents.</li> <li>Registration will be verified, and you will be notified by email within one (1) to two (2) working days.</li> <li>Proceed to activate your account with the temporary password given in the email and re-set your own password.</li> </ul> <p><i>(Note: The representative of a corporation or institutional member must register as a user in accordance with the above steps before he/she can subscribe to this corporate member electronic proxy submission. Please contact our Share Registrar if you need clarifications on the user registration.)</i></p>
(d) Proceed with submission of Form of Proxy	<ul style="list-style-type: none"> <li>Login to <b>TIIH Online</b> website at <a href="https://tiih.online">https://tiih.online</a>.</li> <li>Select the corporate event: "<b>SUPERLON HOLDINGS BERHAD 19TH AGM – SUBMISSION OF FORM OF PROXY</b>".</li> <li>Read and agree to the terms and conditions and confirm the Declaration.</li> <li>Proceed to download the file format for "Submission of Form of Proxy" in accordance with the Guidance Note set therein.</li> <li>Prepare the file for the appointment of proxies by inserting the required data.</li> <li>Proceed to upload the duly completed proxy appointment file.</li> <li>Select "Submit" to complete your submission.</li> <li>Print the confirmation report of your submission for your record.</li> </ul>

**5. POLL VOTING**

- a. The Voting at the 19TH AGM will be conducted by poll in accordance with Paragraph 8.29A(1) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad. A poll administrator will conduct the poll by way of electronic voting and scrutineers will verify the poll results.
- b. During the 19TH AGM, the Chairman will invite the poll administrator to brief on the Voting procedures. The voting session will commence as soon as the Chairman calls for the poll to be opened.
- c. Upon completion of the voting session for the 19TH AGM, the scrutineers will verify the poll results for announcement by the Chairman, followed by the Chairman's declaration whether the resolutions are duly passed.

**6. ANNUAL REPORT 2025**

- a. The Company's Annual Report 2025 is available at the Company's website at [www.superlon.com.my](http://www.superlon.com.my).
- b. Should you require a printed copy of the Annual Report 2025, please request at our Share Registrar's website at <https://tiih.online> by selecting "Request for Annual Report/Circular" under the "Investor Services" or kindly contact Tricor. Nevertheless, we encourage you to consider the environment before you decide to request for the printed copy.

ADMINISTRATIVE  
GUIDE  
(CONT'D)

**7. REGISTRATION**

- a. The registration will commence at 9.00 a.m. on Thursday, 25 September 2025 and will remain open until the closing of the voting period for vote-counting or such time as may be determined by the Chairman of the meeting.
- b. Please present your original National Registration Identity Card ("NRIC") or passport (for non-Malaysian) to the registration staff for verification.
- c. Upon verification, you are required to write your name and sign the attendance list placed on the registration table. You will be given an identification wristband for voting purposes.
- d. No person will be allowed to register on behalf of another person even with the original NRIC or passport of the other person.

**8. HELP DESK**

- a. Please proceed to the Help Desk for any clarification or queries apart from registration details.
- b. The Help Desk will also handle revocation of proxy's appointment.

**9. RECORDING OR PHOTOGRAPHY**

- a. Strictly **NO** unauthorised recording or photography of the 19TH AGM proceedings is allowed.

**10. ENQUIRY**

If you have any enquiries on the above, please contact our Share Registrar during office hours on Mondays to Fridays from 9.00 a.m. to 5.30 p.m. (except on public holidays):

**Tricor Investor & Issuing House Services Sdn. Bhd.**

- |                |   |  |
|----------------|---|--|
| General Line   | : | +603-2783 9299   |
| Email          | : | <a href="mailto:is.enquiry@vistra.com">is.enquiry@vistra.com</a>   |
| Contact Person | : | Mohammad Amirul Iskandar<br><a href="mailto:mohammad.amirul@vistra.com">(mohammad.amirul@vistra.com)</a> |
|                | : | Syafiqul Hafidz<br><a href="mailto:syafiqul.hafidz@vistra.com">(syafiqul.hafidz@vistra.com)</a>          |

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# **SUPERLON®**

**SUPERLON HOLDINGS BERHAD**

Registration No.: 200601020659 (740412-X)

(Incorporated in Malaysia)

## **FORM OF PROXY**

CDS Account No.	
Total No. of shares held	

I/We, \_\_\_\_\_ NRIC/Passport/Registration No. \_\_\_\_\_  
(full name in capital letters)

of \_\_\_\_\_  
(full address)

contact no. \_\_\_\_\_ email address \_\_\_\_\_ being a member/members of

SUPERLON HOLDINGS BERHAD hereby appoint(s):-

<b>Full Name (in capital letters):</b>	<b>NRIC/Passport No.:</b>
<b>Full Address (in capital letters):</b>	<b>Contact No.: Email Address:</b>

and/or\* (delete if not applicable)

<b>Full Name (in capital letters):</b>	<b>NRIC/Passport No.:</b>
<b>Full Address (in capital letters):</b>	<b>Contact No.: Email Address:</b>

or failing him/her\*, the CHAIRMAN OF THE MEETING as my/our\* proxy to vote for me/us\* and on my/our\* behalf at the Nineteenth Annual General Meeting of the Company held at Botanic Room, Botanic Resort Club, No. 1, Jalan Ambang Botanic, Bandar Botanic, 41200 Klang, Selangor on Thursday, 25 September 2025 at 10.00 a.m. and at any adjournment thereof in respect of my/our\* shareholding in the manner indicated below:-

No.	Ordinary Resolutions	For	Against
1	Payment of Directors' fees of up to RM280,000 for the financial year ending 30 April 2026		
2	Payment of Directors' meeting attendance allowances of up to RM60,000 for the period from the date of forthcoming Annual General Meeting to 31 October 2026		
3	Re-election of Madam Liu Lee, Hsiu-Lin (Also known as Jessica Hsiu-Lin Liu) as Director		
4	Re-election of Mr Chun Kwong Pong as Director		
5	Re-election of Ms Lee Mei Hsiang as Director		
6	Re-appointment of Messrs Crowe Malaysia PLT as Auditors		
7	Renewal of authority for Directors to allot and issue shares pursuant to Sections 75 and 76 of the Companies Act 2016		
8	Renewal of authority for the Company to purchase its own ordinary shares up to ten percent (10%) of its issued share capital		

Please indicate with an "X" in the appropriate box against each resolution how you wish your proxy to vote. If no instruction is given, this form will be taken to authorise the proxy to vote at his/ her discretion.

For appointment of two proxies, the percentage of shareholdings to be represented by each proxy is as follows:

	No. of Shares	Percentage
Proxy 1		
Proxy 2		
Total		100%

Dated this ..... day of ..... 2025

.....

Signature of Shareholder(s) or Common Seal

**NOTES:**

- Only depositors whose names appear in the Record of Depositors as at 17 September 2025 shall be regarded as members and be entitled to attend, participate, speak and vote at the Nineteenth Annual General Meeting.
- A member shall be entitled to appoint another person as his/her proxy to exercise all or any of his/her rights to attend, participate, speak and vote in his/her stead pursuant to Section 334 of the Companies Act 2016. There shall be no restriction as to the qualification of the proxy.
- Where a member of the Company is an Exempt Authorised Nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("Omnibus Account"), there is no limit to the number of proxies which the Exempt Authorised Nominee may appoint in respect of each Omnibus Account it holds.
- Where a member appoints more than one (1) proxy, the appointment shall be invalid unless he/she specifies the proportion of his/her shareholding to be represented by each proxy.



**NOTES (CONT'D):**

5. The instrument appointing a proxy shall be in writing under the hand of the appointer or his/her attorney duly authorised in writing. If the appointer is a corporation, the instrument must be executed under its Common Seal or under the hand of an attorney so authorised. Any alterations in the Form of Proxy must be initialed by the member.
6. In the event the member(s) duly executes the Form of Proxy but does not name any proxy, such member(s) shall be deemed to have appointed the Chairman of the Meeting as his/her/their proxy, provided always that the rest of the Form of Proxy, other than the particulars of the proxy, have been duly completed by the member(s).
7. The instrument appointing a proxy and the power of attorney or other authority, if any, under which it is signed or a notarially certified copy of that power of attorney, must be deposited at Tricor Investor & Issuing House Services Sdn. Bhd. at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, or alternatively, in its drop-in box provided at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, or by electronic lodgement via TIH Online website at <https://iiih.online> not less than forty-eight (48) hours before the time appointed for holding this meeting or any adjournment thereof as Paragraph 8.29A(1) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad requires all resolutions set out in the Notice of Nineteenth Annual General Meeting to vote by way of poll. For electronic lodgement please refer to the Administrative Guide of Nineteenth Annual General Meeting.

**Personal Data Privacy**

By submitting the Form of Proxy, the member or proxy accepts and agrees to the collection, use and disclosure of their personal data by the Company (or its agents or service providers) for the purpose of preparation and compilation of documents relating to the Nineteenth Annual General Meeting (including any adjournment thereof).

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AFFIX  
STAMP

To: **Tricor Investor & Issuing House Services Sdn Bhd**

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

2nd Fold Here

Fold This Flap For Sealing

## **SUPERLON** HVAC&R PARTS

In addition to the manufacturing of thermal insulation materials, **SUPERLON** is also involved in trading of HVAC&R parts and equipment. The existing product range for our trading business include the following:-

- 1) Copper Tubes and Fittings
- 2) Refrigerant Gas
- 3) Refrigerator Compressor and Vacuum Pump
- 4) Mini Cutter, Mapp Gas & Self-Ignition Torch
- 5) HVAC Tools



## **SUPERLON** INSULATION SHEETS & ROLLS

**SUPERLON** sheets are available in pre-cut sizes or in rolls.



## OH MY MAT! FITNESS MATS

**SUPERLON** also produces fitness mats with various thicknesses which are suitable for pilates, floor exercise, yoga, gymnasiums, rehabilitation and physio therapy centres.



## **SUPERLON HOLDINGS BERHAD**

REGISTRATION NO. : 200601020659 (740412-X)

Lot 2567, Jalan Sungai Jati  
41200 Klang, Selangor Darul Ehsan, Malaysia  
Tel: 603-3382 1688 Fax: 603-3381 5788  
Email: [corporate@superlon.com.my](mailto:corporate@superlon.com.my)

[www.superlon.com.my](http://www.superlon.com.my)



Cert No.: 0049898 - 0049874