



UWC

UWC BERHAD

(201801012223)

(1274239-A)

INNOVATION IN MOTION, EVOLVING IN **EXCELLENCE**

ANNUAL REPORT 2025



VISION

To be the preferred integrated OEM partner providing complete solutions with leading edge technology



MISSION

To provide comprehensive solutions for High-Tech Strategic Partners, to delight the customers, to develop supplier partnerships and to be the workplace of choice



CORE VALUES

- U** – Unity
- W** – Willpower
- C** – Commitment

8th ANNUAL GENERAL MEETING



Sri Mas Ballroom, Level 4,
Bayview Hotel Georgetown Penang,
25A Farquhar Street,
10200 George Town,
Penang, Malaysia



Friday, 9 January 2026
2.30 p.m.

Table of CONTENTS

Corporate Information	02
Corporate Structure	03
Media Highlights	04 - 05
Financial Highlights	06
Chairman's Statement	07 - 08
Management Discussion & Analysis	09 - 13
Board of Directors	14
Profile of Directors	15 - 24
Profile of Key Senior Management	25 - 26
Corporate Governance Overview Statement	27 - 32
Sustainability Report	33 - 77
Statement on Risk Management and Internal Control	78 - 81
Audit Committee Report	82 - 88
Nomination Committee Statement	89 - 92
Directors' Responsibility Statement	93
Additional Compliance Information	94-95
Financial Statements	96 - 160
List of Properties	161
Analysis of Shareholdings	162 - 163
Notice of Eighth Annual General Meeting	164 - 166
Statement Accompanying Notice of AGM	167
Proxy Form	
Administrative Guide	

Innovation In Motion, Evolving In Excellence

The wafer semiconductor is used as a core element of the design, representing UWC Berhad's expertise in utilising cutting-edge technology to keep up with the ever-evolving needs of customers, delivering both quality and efficiency as a one-stop manufacturer.

Embodying UWC's commitment to embracing technological advancements to deliver the most effective solutions, a hummingbird, known for its resilience and agility, is incorporated to represent UWC's strength in overcoming adversities and thriving amidst new innovations. Outlined in yellowish-golden futuristic vectors with a glow on its beak to symbolise precision and excellence, the hummingbird is designed to be hovering over the wafer, signifying UWC's mastery of intricate, high-tech solutions, with the aim to elevate the excellence of their services.

Set against a dark background with illuminated beams mimicking the global market, this design represents limitless potential and forward momentum to excel in the industry. Overall, this visually-striking concept of incorporating a wafer positioned atop the tower of beams with a soaring hummingbird, conveys the innovative pursuit of UWC to reach greater heights with cutting-edge advancements.

Corporate Information

BOARD OF DIRECTORS

Dato' Wan Hashim Bin Wan Jusoh*Independent Non-Executive Chairman***Dato' Seri Ng Chai Eng***Executive Director/Group CEO***Dato' Lau Chee Kheong***Executive Director/Group COO***Dato' Seri Lee Teong Li***Independent Non-Executive Director**(Appointed on 31 July 2025)***Dato' F'ng Meow Cheng***Independent Non-Executive Director***Jariyah Binti Hashim***Independent Non-Executive Director***Dr. Ng Chin Liang***Alternate Director to Dato' Seri Ng Chai Eng/Deputy Group CEO***Ng Sze Yen***Alternate Director to Dato' Lau Chee Kheong/Deputy Group COO**(Appointed on 3 January 2025)*

AUDIT COMMITTEE

Chairman**Dato' F'ng Meow Cheng****Member****Dato' Seri Lee Teong Li****Jariyah Binti Hashim**

REMUNERATION COMMITTEE

Chairman**Dato' Seri Lee Teong Li****Member****Jariyah Binti Hashim****Dato' F'ng Meow Cheng**

NOMINATION COMMITTEE

Chairman**Dato' Seri Lee Teong Li****Member****Jariyah Binti Hashim****Dato' F'ng Meow Cheng**

RISK MANAGEMENT COMMITTEE

Chairman**Jariyah Binti Hashim****Member****Dato' Seri Lee Teong Li****Dato' F'ng Meow Cheng**

COMPANY SECRETARY

Chan Eoi Leng**MAICSA 7030866****SSM PC No. : 202008003055**

REGISTERED OFFICE

No. 37B, Jalan Basco Kepingang 1**Basco Avenue @ Kepingang****31400 Ipoh****Perak****Tel : (605) 541 7618****Fax : (605) 541 7618**

HEAD OFFICE/ PRINCIPAL PLACE OF BUSINESS

PMT 744-745, Jalan Cassia Selatan 5/1**Taman Perindustrian Batu Kawan****14110 Bandar Cassia****Pulau Pinang****Tel : (604) 555 6937****Fax : (604) 589 9509****Website : www.uwcberhad.com.my****E-mail : uwc@uwcberhad.com.my**

AUDITORS

BDO PLT (201906000013**(LLP0018825-LCA) & AF 0206)****Chartered Accountants****51-21-F, Menara BHL****Jalan Sultan Ahmad Shah****10050 Pulau Pinang****Tel : (604) 222 0288****Fax : (604) 222 0299**

PRINCIPAL BANKER

Hong Leong Bank Berhad**No.1823-G1, Jalan Perusahaan Auto-City****North-South Highway Juru Interchange****13600 Prai, Pulau Pinang****Tel : (604) 502 1488****Fax : (604) 507 9488**

SHARE REGISTRAR

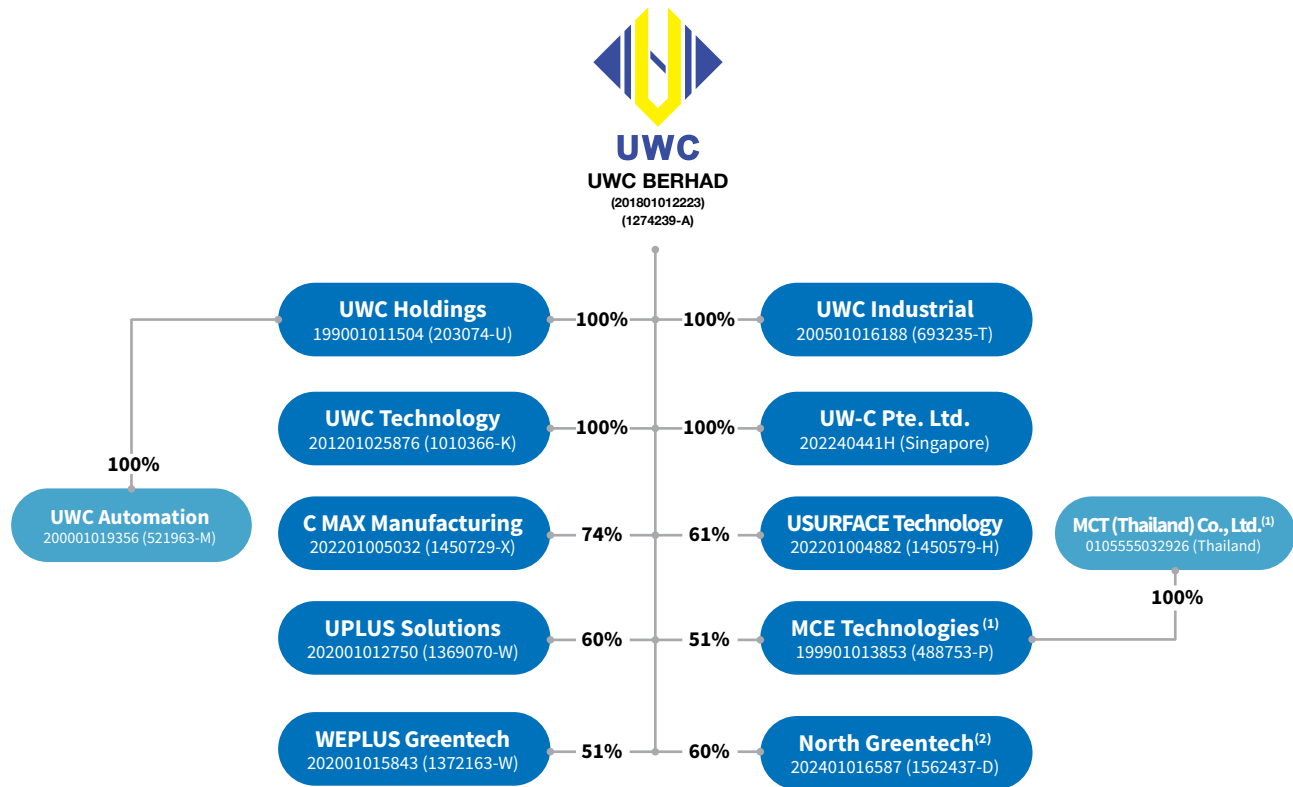
Tricor Investor & Issuing House Services Sdn. Bhd.**Unit 32-01, Level 32, Tower A****Vertical Business Suite****Avenue 3, Bangsar South****No.8, Jalan Kerinchi****59200 Kuala Lumpur****Tel : (603) 2783 9299****Fax : (603) 2783 9222**

STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia**Securities Berhad****Stock Name : UWC****Stock Code : 5292****Sector : Technology****Sub-sector : Semiconductor**

Corporate STRUCTURE

As At 31 July 2025



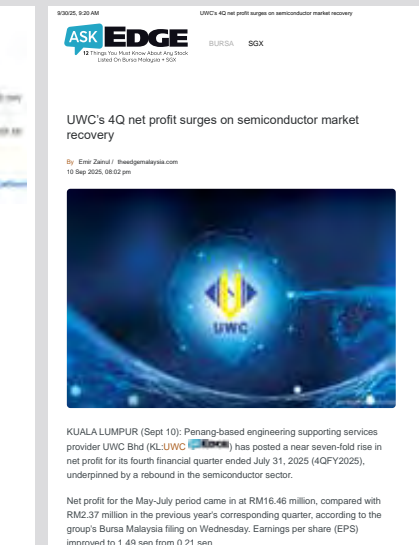
⁽¹⁾ Acquired on 8 November 2023

⁽²⁾ Incorporated on 29 April 2024

Company	Date of Incorporation	Ownership Interest	Principal Activities
UWC Berhad	29 March 2018		Investment holding
UWC Holdings Sdn. Bhd.	22 August 1990	100%	Provision of precision sheet metal fabrication and value-added assembly services
UWC Industrial Sdn. Bhd.	31 May 2005	100%	Provision of precision sheet metal fabrication and value-added assembly services, contract manufacturing of automated test equipment
UWC Automation Sdn. Bhd.	28 July 2000	100%	Provision of precision machined components
UPLUS Solutions Sdn. Bhd.	01 June 2020	60%	Provision of engineering, designing, manufacturing and assembling for automation solutions
USURFACE Technology Sdn. Bhd.	10 February 2022	61%	Manufacturing of machinery, provision of sheet metal fabrication and finishing treatment
C MAX Manufacturing Sdn. Bhd.	11 February 2022	74%	Provision of precision sheet metal fabrication
WEPLUS Greentech Sdn. Bhd.	29 June 2020	51%	Manufacturing, trading, distribution and assembling of all range of plastic injection molding products and plastic parts
UWC Technology Sdn. Bhd. (Formerly known as Surfplate Technology Sdn. Bhd.)	18 July 2012	100%	Manufacturing of front-end semiconductor equipment and components
UW-C Pte. Ltd.	14 November 2022	100%	Dormant
MCE Technologies Sdn. Bhd.	16 July 1999	51%	Manufacturing in metal components
MCT Thailand Co., Ltd.	29 February 2012	51%	Manufacturing of metal stamping for computer equipment and automotive spare parts
North Greentech Sdn. Bhd.	29 April 2024	60%	Dormant



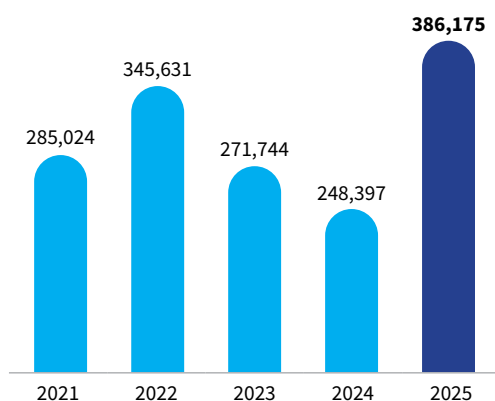
<https://www.uwcberhad.com.my/news/>



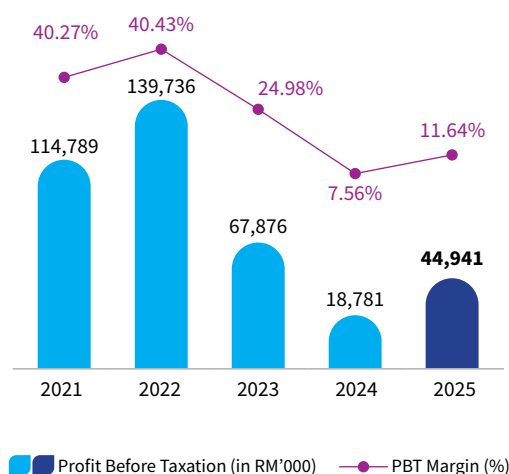
Financial Highlights

	FYE 2021	FYE 2022	FYE 2023	FYE 2024	FYE 2025
Revenue (in RM'000)	285,024	345,631	271,744	248,397	386,175
Profit Before Taxation (in RM'000)	114,789	139,736	67,876	18,781	44,941
Profit After Taxation (in RM'000)	91,533	106,774	53,826	13,196	39,524
EBITDA (in RM'000)	125,840	154,069	82,342	35,192	67,987
Basic EPS (sen)	8.3	9.7	5.0	1.4	3.7
Diluted EPS (sen)	8.3	9.7	5.0	1.4	3.7
Shareholders' Equity (in RM'000)	304,782	397,521	422,241	453,053	494,844
Return on Equity	30%	27%	13%	3%	8%
Current ratio (times)	5.8	6.4	10.3	6.9	3.0
Gearing ratio	0.0	0.0	0.0	0.0	0.1

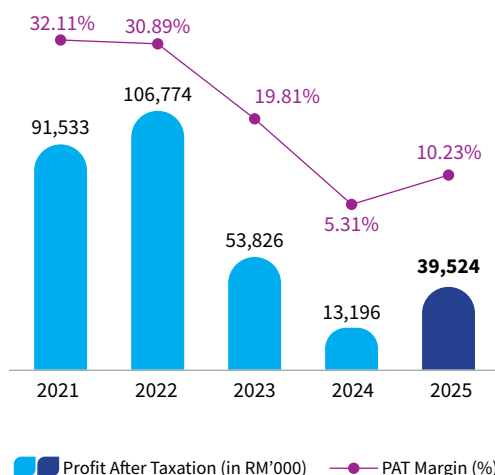
Revenue (RM'000)



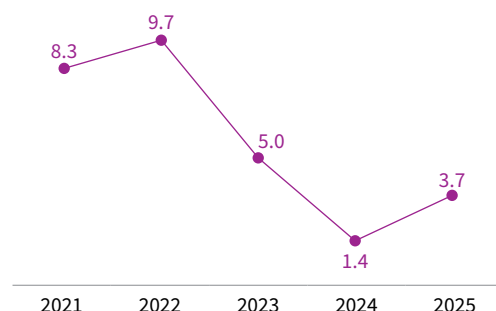
Profit Before Taxation (RM'000)



Profit After Taxation (RM'000)



Basic Earnings Per Share (Sen)



Chairman's Statement



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

UWC Berhad (“UWC” or the “Group”) remains optimistic about its business prospects and the industries which it operates in, supported by signs of the market’s recovery. Building on this positive momentum, UWC is actively driving new project launches, expanding its customer base, and strengthening strategic partnerships to reinforce its market position. By enhancing its capabilities and pursuing innovations, UWC aims to capture greater value across the semiconductor and life-sciences and medical technology, positioning itself to achieve sustainable growth in the years ahead.

Dear valued shareholders,

On behalf of the Board of Directors, I am pleased to present the annual report and audited financial statement of UWC Berhad for the financial year ended 31 July 2025 (“FYE2025”).

FYE2025 presented uncertainties arising from potential changes in US tariffs. Despite the challenging market conditions, UWC continues to demonstrate resilience and adaptability.

As market recovery gains traction, we remain steadfast in our focus on driving operational efficiency and strengthening production capabilities, which will reinforce our competitiveness and position UWC to capture the next phase of sustainable growth.

FINANCIAL PERFORMANCE HIGHLIGHT

I am pleased to report that UWC delivered a resilient performance in FYE2025, achieving revenue of RM386.2 million and a profit after tax of RM39.5 million, representing growth of 55.5% and 199.5% respectively compared to FYE2024. This strong performance was driven by the semiconductor segment, which contributed 61.0% of total revenue, while the life sciences and medical technology segment accounted for 19.5% of total revenue.

The Group also maintained a healthy financial position, with cash and cash equivalents of RM26.7 million, a gearing ratio of 0.1 times, and current ratio of 3.0 times. Backed by this solid balance sheet, UWC is well-positioned to strengthen its capabilities and seize emerging opportunities in the coming years.

...Chairman's Statement

ECONOMIC OUTLOOK AND INDUSTRY PROSPECTS

The Malaysian economy is expected to maintain a steady growth trajectory, with GDP projected to expand between 4.0% and 4.8% in 2025. This outlook reflects a balance mix of opportunities and challenges arising from global trade dynamics. While external uncertainties persist, more favourable trade negotiations, pro-growth policies in major economies and sustained demand, particularly in electrical and electronic products, are expected to bolster Malaysia's export performance and overall economic growth.

To further stimulate growth, Bank Negara Malaysia implemented its first interest rate cut in five years in July 2025, a move aimed at cushioning the economy from external headwinds and stimulating domestic investment. These measures are expected to bolster business confidence and sustain economic momentum into 2026.

Globally, the semiconductor market is projected to grow by 8.5% in 2026, driven largely by sustained demand in the memory, logic, and analogue, alongside emerging applications in artificial intelligence, data centres and electric mobility. Given these conditions, UWC is strategically positioned to capitalise on these opportunities through its proven expertise in precision manufacturing and growing presence in the front-end semiconductor segment.

MOVING FORWARD

Looking ahead, UWC remains focused on strengthening its capabilities and expanding presence across high-growth segments of the semiconductor and life sciences and medical technology industries. The global push for AI, advanced computing, electric vehicles, and medical technology continues to reshape supply chains and create opportunities for integrated engineering and manufacturing partners like UWC.

A key priority is to accelerate our expansion in front-end semiconductor equipment and wafer fabrication-related assemblies. Ongoing investments in cleanroom facilities and advanced production lines will enhance production efficiency, manufacturing resilience, and improve readiness for large-scale new product introduction. These investments will enhance our capacity to serve global customers in high-precision front-end modules.

In the life sciences and medical technology segment, UWC will focus on broadening its portfolio of module assemblies and box-build solutions, building on its track record as a trusted partner for equipment used in genomics, diagnostics, surgical workflow, and patient-care solutions. The Group will continue to engage in collaborative project transfers with global customers, enabling faster entry into new applications and strengthening its market presence.

Beyond its core businesses, UWC aims to leverage opportunities in next-generation technologies, including 5G network equipment, autonomous-vehicle-related chip testing, and EV battery testing solutions. These adjacent areas will provide additional growth drivers and support diversification over the long term.

Together, these strategic priorities will drive UWC's momentum into 2026 and the years ahead as we deliver sustainable growth, enhance resilience and strengthen our position in the semiconductor ecosystem.

BUILDING A SUSTAINABLE FUTURE

At UWC, sustainability is a core principle guiding our business philosophy. We believe that sustainable growth comes from between balancing strong financial performance and our responsibility to the environment and society. In FYE2025, we enhanced our efforts by integrating ESG principles across our operations. More details on our ESG efforts are available in the Sustainability Statement on page 33 to 77 of this report.

APPRECIATION

I would like to extend my sincere appreciation to the Board, management team, and all employees of UWC for their outstanding contributions throughout the year. Your professionalism and perseverance have been the cornerstone of the Group's continued achievements.

My heartfelt gratitude also goes to our valued stakeholders, including our suppliers, customers, business partners, regulatory bodies, and financial institutions. Your continued trust and support have strengthened our ability to adapt in a dynamic environment.

Finally, to our esteemed shareholders, we are immensely thankful for your confidence in the Group. Your belief in our vision empowers us to pursue sustainable growth and deliver enduring value.

Yours faithfully,

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



Management Discussion & Analysis

Review of 2025

The financial year ended 31 July 2025 ("FYE2025") marked a period of transition and gradual recovery for the global technology industry. Customer ordering activities improved in tandem with the rebound in advanced technology applications, signalling renewed confidence across key markets. Despite external headwinds such as uneven macroeconomic conditions and ongoing geopolitical tensions that continued to impact supply chains, sentiments within the semiconductor industry strengthened steadily throughout the year.

During the year, UWC saw an uptick in revenue contributions from the semiconductor segment, driven by robust demand from both front-end and back-end customers. Recovery in this segment was further supported by ongoing momentum in artificial intelligence ("AI"), the acceleration of electric vehicle ("EV") development, high-performance computing, and increased industrial automation. While earnings growth in the first half of FYE2025 was moderated by clients' cautious ordering patterns amid tariff-related uncertainties, stronger demand in the latter half of the year drove an overall uplift in performance.

UWC was honoured with the 2025 Supplier Excellence Award from Lam Research under the Leadership in Operational Execution category. This recognition highlights the Group's strong operational discipline, precision engineering capabilities and agile manufacturing practices, positioning UWC as a trusted strategic partner within the global semiconductor supply chain. Receiving this award from a leading multinational corporation not only underscores UWC's reputation on the international stage but also reinforces Malaysia's rising prominence in the global technology ecosystem.

Key Milestones

1990

Incorporated UWC Holdings and commenced operations as a trading company

1992

Ventured into the mould making business and started providing metal stamping services

1994

Expanded our services to include metal cutting

1997

Set up our first manufacturing plant in Bukit Minyak, Penang
Ventured into the provision of sub-assembly services to our customers

2000

Incorporated UWC Automation and commenced business in the manufacturing of precision machined components

2005

Incorporated UWC Industrial to provide metal fabrication and value-added assembly services to the semiconductor industry

2006

Ventured into the life science and medical technology industry

2007

Set up our second manufacturing plant in Bukit Minyak, Penang

2010

Completed our first order for the provision of full-assembly services for a MNC in the semiconductor industry

2022

Incorporated subsidiaries to facilitate Group's business expansion plans

2021

Awarded to manufacture world's highest frequency 5G millimeter-wave test chamber from a key customer
Completed construction of Class 10,000 cleanroom for front-end semiconductor equipment
Expansion to a factory in Taiping, Perak

2020

Incorporated UPLUS Solutions as a subsidiary company and commenced business in the manufacturing of automation solutions
Ventured into COVID-19 high-throughput virus extraction test equipment
Contribution made to Penang States Government and schools by donating hand sanitizer, and COVID-19 Screening Booth to Penang General Hospital

2019

Ventured into front-end semiconductor segment
Listed on Main Market of Bursa Malaysia Securities Berhad
Ventured into 5G tester segment

2018

Relocated our entire operations to our new manufacturing plant in Batu Kawan, Penang
Set up UWC Education Center at Seberang Perai Polytechnic

2017

Set up the UWC Scholarship Fund

2014

Ventured into the heavy equipment industry and secured our first order from Bromma (Malaysia) Sdn Bhd

2023

Incorporated a subsidiary in Singapore to extend Group's business foot prints
Completed construction of Class 100 cleanroom for front-end semiconductor business
Set up new fabrication site in Taiping, Perak to expand our production capacity
Acquired the entire equity interest in UWC Technology to pivot into front-end semiconductor manufacturing business and other higher value activities
Met the globally recognised standards and qualified for inclusion into the FTSE4Good Bursa Malaysia (F4GBM) Index, and FTSE4Good Bursa Malaysia Shariah (F4GBMS) Index; demonstrating strong Environmental, Social and Governance ("ESG") practices
Acquired MCE Technologies Sdn. Bhd. and MCT (Thailand) Co. Ltd. to ramp up the Group's production capacity and offer geographical diversification to UWC's manufacturing sites

2024

Awarded an EcoVadis Silver Medal 2023 ranking in the top 15% for our ongoing sustainability achievements
Completed construction of new warehouse facility in Batu Kawan Industrial Park to expand our production capacity

2025

Signed Memorandum of Understanding (MoU) with Universiti Sains Malaysia (USM) to strengthen talent development, research collaboration, and innovation.
Hosted multiple ministerial and industry delegations, strengthening collaboration in innovation and semiconductor talent development.
Recognized by Jabatan Pendidikan Negeri and STEM Penang for UWC's impactful contribution to STEM education and youth talent development.

...Management Discussion & Analysis

Key Awards

2007 Received the Top 50 Enterprise Awards Malaysia under the category of Golden Award from Malaysia Entrepreneurs' Development Association	2017 Received recognition for outstanding commitment and support of new product introduction from Teradyne	2023 Received Malaysia Sustainability Excellence Award from KSI Strategic Institute for Asia Pacific
2008 Received best on-time supplier recognition award from Harmer & Simmons Ltd	2018 Received strategic partner award from Manpower Department, Ministry of Human Resources Malaysia	2024 Received 2023 PRISM Award (ESG Collaboration: Social Impact) from ASM as being recognised for exceptional performance, continuous progression, and contributions to ESG practices Received Manufacturing Asia Awards 2024 from Manufacturing Asia
2012 Received supplier recognition award from Teradyne	2019 Received supplier recognition award from Keysight for Best in Class Performance Quality	2025 Received the Lam Research 2025 Supplier Excellence Award for Leadership in Operational Execution, recognizing UWC's world-class precision engineering and operational excellence. UWC officially certified as an Akademik Dalam Industri (ADi) Centre, marking its recognition as a structured learning and industry-academic excellence hub.
2014 Received supplier recognition award from Agilent	2020 Received recognition in 2020 Forbes Asia's Best Under A Billion list	
2015 Received Sin Chew Business Excellence Award 2015 under the category of Product and Service Excellence	2021 Received Manufacturing Sector Award Category 3 in conjunction with Industry Excellence Award (AKI) 2020 from Ministry of International Trade and Industry (MITI)	
2016 Received Golden Eagle Award under the Excellent Eagles category from Nanyang Business Daily	2022 Received supplier recognition award from Teradyne	

BUSINESS OVERVIEW

UWC is an integrated engineering service provider offering one-stop solutions to companies across the semiconductor, life sciences, and medical technology industries. We provide a full spectrum of engineering solutions, from precision piece part manufacturing to full turnkey assemblies, enabling customers to streamline their supply chains through a single trusted partner.

Our manufacturing expertise spans metal fabrication, precision machining, plastic fabrication, and surface treatment, which are supported by advanced automation and in-process testing technologies. These capabilities allow us to produce highly complex intermediate products such as frames, chambers, and enclosures with the precision demanded by the front-end semiconductor ecosystem. Beyond fabrication, we offer assembly, sub-assembly integration, and system-level integration, where our self-manufactured parts and modules are combined into finished products ready for deployment.

In recent years, UWC has progressively moved up the value chain, expanding the scope from component manufacturing to delivering high-value turnkey solutions, including testers, semiconductor-related modules, and advanced equipment assemblies. The addition of wafer fabrication-related assemblies and critical front-end components in FYE2025 marks a significant step in broadening our portfolio. These ventures not only strengthen our participation in the global semiconductor supply chain but also align with structural industry growth driven by AI, high-performance computing, and electrification.

Outside the semiconductor industry, UWC continues to serve the life sciences and medical technology sectors, where demand for high-precision engineering solutions and medical instrumentation remains resilient. Our involvement in these industries provides a steady earnings base, complementing the cyclical nature of the semiconductor market.

Backed by continuous investments in technology, talent, and cleanroom infrastructure, UWC has built a strong foundation to capture opportunities in high-barrier industries. By combining precision engineering with system-level integration and expanding into wafer fabrication-related assemblies, the Group is well-positioned to support customers' next-generation roadmaps and sustain its long-term growth trajectory.

...Management Discussion & Analysis

FINANCIAL REVIEW

UWC delivered a strong financial performance for FYE2025, supported by recovery of the semiconductor sector and improved operational momentum. The Group recorded revenue of RM386.2 million, marking a 55.5% increase from RM248.4 million in the previous financial year. Profit after tax tripled to RM39.5 million, compared to RM13.2 million in FYE2024. The robust turnaround was mainly driven by stronger order flows from semiconductor customers and improved production efficiency, alongside steady contributions from the life sciences and medical technology segment.

The semiconductor segment continued to serve as the Group's primary revenue contributor, benefitting from increased investment in front-end semiconductor equipment and renewed new product introduction ("NPI") activities among customers. Looking ahead, the semiconductor recovery is expected to continue into the coming year, underpinned by structural trends in AI, 5G, and EVs. Meanwhile, the life sciences and medical technology segments provided steady earnings throughout the year, supported by ongoing demand for high-precision engineering solutions where the life sciences segment is expected to remain as a stable growth pillar.

In FYE2025, the Group achieved earnings per share of 3.68 sen, representing a 161.0% improvement from 1.41 sen in the preceding year. Return on equity strengthened to 8.0%, in tandem with earnings growth. As at 31 July 2025, UWC maintained a robust financial position with cash and bank balances of RM26.7 million, while other investments amounted to RM7.9 million. The Group recorded a low gearing ratio of 0.1 times and current ratio of 3.0 times. Backed by a solid balance sheet and improving market conditions, UWC is well-positioned to capitalise on the semiconductor upcycle and sustain growth across its key customer segments.

REVIEW OF OPERATING ACTIVITIES

TECHNOLOGY

In FYE2025, UWC advanced its technological foundation through a series of strategic upgrades in high-precision machining, automation systems, and digital manufacturing tools. These enhancements were guided by the Group's commitment with a focus on achieving tighter tolerances, shortening cycle times and building resilience into complex production environments, particularly for front-end semiconductor and life sciences applications that demand the highest standards of consistency and reliability.

A key focus area during the year was the enhancement of machining capabilities. The installation of 5-axis simultaneous vertical machining centres and rotary table systems for double-column machines significantly expanded our ability to perform multi-axis operations. These investments reduced fixture requirements, shortened cycle times, and improved process repeatability, while delivering tighter positional accuracy and fine surface finishes demanded by advanced customer programmes.

To complement these core upgrades, we invested in a shrink-fit machine to improve gripping torque and extend tool life, thereby ensuring stability in high-speed machining. The introduction of an NC dry ice cleaning system further enhanced machine reliability by reducing contamination and maintenance downtime. These investments translated into higher uptime and more reliable output across critical machining lines.

Digitalisation remained central to UWC's transformation journey. The Group implemented HYPER MILL 5-axis CAM software and HYPER MILL virtual machining, providing our engineers with advanced programming tools, efficient toolpaths, and reliable collision avoidance. The virtual machining platform allowed toolpaths to be validated before execution, reducing dry-run requirements and boosting machinist confidence. At the same time, the deployment of BLUM probing systems and Solid CAM software strengthened in-process measurement and real-time compensation, ensuring consistency in parts production and further reducing operator dependency.

Together, these investments supported higher throughput, improved first-pass yield, and greater confidence in handling complex projects. Importantly, they reinforced UWC's readiness to participate in a wider range of NPI activities, enabling us to meet customers' evolving requirements in AI, high-performance computing, and advanced medical technologies.

SALES AND MARKETING

In FYE 2025, UWC sustained its market presence across key industries and geographies, supported by stronger demand from semiconductor and life sciences customers. The semiconductor segment continued to be the Group's largest revenue contributor, accounted for approximately 61.0% of the year's total revenue. This reflects the ongoing recovery in both front-end and back-end activities. The life sciences and medical technology segments delivered steady contributions, accounted for around 19.5%, reinforcing its role as a stable earnings pillar.

From a geographical perspective, Malaysia remained the Group's largest revenue contributor. The country made up for approximately 53.0% of total sales. This reflects UWC's strong presence in the domestic semiconductor ecosystem and continued collaboration with multinational clients operating locally. The United States contributed around 19.7%, supported by sustained demand from regional customers. Singapore and Thailand remained as important international markets, collectively accounted for approximately 19.7%, driven by resumed project rollouts and increased supply chain diversification. The remaining revenue was derived from other regions, including Mexico, Korea, India, and selected Asia-Pacific and European countries.

...Management Discussion & Analysis

SALES AND MARKETING (cont'd)

Customer engagement remained a key focus in FYE 2025. UWC continued to prioritise responsiveness, solution-based collaboration and regular technical engagement to support high-value programmes and NPI activities. Close partnerships with strategic customers enabled the Group to deepen project visibility and secure long-term opportunities in both semiconductor and life sciences segments.

Looking ahead, the semiconductor market in Malaysia is expected to strengthen further in line with global industry recovery and increasing foreign direct investments into the country. National initiatives to promote high-value electronic and semiconductor activities will continue to create opportunities across advanced manufacturing, front-end capabilities and engineering services. With its sustained investment in technology, cleanroom development and precision engineering, UWC is well-positioned to leverage these opportunities and expand its role within the regional and global supply chain.

CHALLENGES AND STRATEGY

CONSTANTLY IDENTIFYING AND DEPLOYING LATEST TECHNOLOGIES

Remaining at the forefront of technological advancement is a cornerstone of UWC's strategy. In industries where product complexity is escalating and customer requirements evolve rapidly, the Group continues to strengthen its capabilities by combining advanced equipment, digitalisation, and process innovation. This approach ensures that UWC remains a trusted partner for next-generation semiconductor and life sciences projects.

In FYE2025, we enhanced our machining foundation with the installation of four new 5-axis VMC machines, enabling greater precision and efficiency. These machines significantly shortened cycle times by up to 76% for some projects while enabling us to handle complex geometries and tighter tolerances required in front-end semiconductor assemblies.

Our product development department played a pivotal role in translating these capabilities into customer-ready solutions. Among the milestones achieved during the year were the successful completion of a major light source assembly for front end module, new plastic fabrication and weldment qualifications for critical process modules, and the delivery of chassis systems for semiconductor testing applications. The Group also advanced towards mass production of a test handler system, expanded into gas enclosure projects, and delivered a series of racking solutions and precision-machined components for medical technology. Collectively, these milestones underscore the Group's ability to translate continuous investments in innovation into tangible commercial results.

In parallel, UWC continued to progress its digital transformation roadmap. Key initiatives launched during the year included the FA Portal 2.0, ICRF Portal 2.0, and the use of RPA automation for job creation and order release, which have improved efficiency, accuracy and lead-time management. Enhancements such as the Transmittal Report System and EDCN 2.0 were introduced to strengthen engineering workflows and governance, while future initiatives to enhance overall engineering capabilities and productivity are scheduled for rollout in FY2026. These investments represent important steps in our journey towards a fully digitalised, Industry 4.0-enabled operation.

As part of the ongoing efforts to benchmark against international best practices, UWC participated in Euro Blech 2024 in Hannover, Germany, one of the world's largest exhibitions for sheet metal processing. This platform provided invaluable exposure to the latest innovations in automation, sustainability and digital manufacturing, ensuring that our investment priorities remain aligned with global trends.

By constantly identifying and deploying the latest technologies, UWC continues to reinforce its reputation as a forward-looking engineering partner. Our proactive embrace of automation, digitalisation, and high-precision capabilities positions the Group to deliver greater value to customers, navigate evolving industry requirements, and sustain growth in both the semiconductor and life sciences markets.

CUSTOMER PERFORMANCE

The recovery of the semiconductor sector in FYE 2025 supported a noticeable improvement in customer activities, particularly in the front-end supply chain. Increased order visibility and rising NPI engagements, especially in AI, electrification, and high-performance computing applications, signalled a positive shift in demand. Both front-end and back-end semiconductor customers recorded higher order volumes, reflecting renewed confidence and momentum across the industry.

Life sciences and medical technology continued to provide steady revenue contributions, anchored by ongoing healthcare demand and technological innovation in diagnostics and medical instrumentation. The Group's growing involvement in medical instrumentation projects has helped diversify its revenue base beyond the semiconductor sector.

UWC also remained focused on exiting lower-margin operations and reallocating resources to high-growth, technology-intensive segments. By aligning closely with multinational clients and maintaining strong collaboration throughout product development cycles, the Group is well-positioned to capture growth opportunities amid the sector's recovery.

...Management Discussion & Analysis

CHALLENGES AND STRATEGY (cont'd)

HUMAN CAPITAL

Our people form the foundation of UWC's long-term growth strategy. In FYE2025, we continued to strengthen our workforce by expanding our pool of engineers and technical specialists, particularly in mechatronics, digital manufacturing, and advanced machining. This expansion ensures that we are equipped to manage increasing project complexity while preparing the organisation for opportunities in emerging technologies.

The Group remained committed to employee development through structured training programmes, aimed at enhancing technical expertise and leadership capabilities. To complement this, UWC encouraged international exposure to global best practices. At EuroBlech 2024 in Hannover, representatives gained insights into the latest sheet metal and automation technologies, reinforcing our strategy to adopt sustainable and digitally enabled manufacturing solutions.

To recognise contributions and strengthen retention, approximately 1,946,300 shares were awarded under the Share Grant Scheme during the year. This initiative continues to motivate employees, reward excellence, and align their interests with the Group's long-term performance.

Looking forward, UWC will continue to strike a balance between automation and human talent. While investments in digitalisation and advanced manufacturing technologies enhance productivity, it is the dedication, adaptability, and innovative spirit of our people that will ensure the Group's continued success in 2026 and beyond.

FORWARD LOOKING STATEMENT

UWC looks ahead with measured confidence, underpinned by robust forecasts for semiconductor growth and sustained momentum in life sciences. We believe our solid investments in technology, cleanroom infrastructure, and front-end capabilities will allow us to capitalise on the next upcycle.

Globally, the semiconductor industry is projected to grow by 8.5% in 2026, reaching USD760.7 billion in total sales, according to WSTS forecasts. This growth is expected to be broad-based, with strong contributions from memory, logic and analogue segments. In parallel, wafer fab equipment spending has been forecasted to grow by 6.6% in 2026, reaching USD69.0 billion, reflecting continued expansion in capacity, especially for advanced nodes.

In the life sciences and medical technology sectors, industry forecasts remain favourable. The global medical devices market is expected to grow at a compound annual growth rate (CAGR) of 6.0% over the medium term, rising from around USD640.45 billion in 2024 to approximately USD1,157.0 billion. This trajectory underscores durable demand driven by ageing populations, regulatory changes, and continued innovation in diagnostics and therapeutics.

UWC expects to leverage its strengthened front-end capability to capture a greater share of higher-margin wafer-level assemblies and critical process components. At the same time, steady demand from medical device customers will continue to underpin revenue stability and diversify earnings away from semiconductor cyclicality.

Assuming steady execution, UWC anticipates continuing growth in revenue and profitability in FY2026, driven by volume recovery, increased content per unit, improved manufacturing utilisation, and tighter integration with customer roadmaps. We remain vigilant about macro uncertainties, geopolitical risk, and foreign exchange volatility, and will continue to manage these through prudent hedging, operational flexibility, and disciplined investment.

In short, 2026 holds the promise of lasting growth, anchored in structural trends of AI, electrification, advanced computing, and health technologies, and UWC is well-positioned to ride forward with resilience and innovation.

CONCLUSION

FYE2025 marked a decisive year for UWC as the Group navigated the semiconductor recovery while strengthening its technological, operational and human capital foundations. The improvement in both front-end and back-end semiconductor demand, combined with the continued resilience of the life sciences segment, supported stronger financial performance and renewed growth momentum.

Strategic investments in precision machining, automation, digitalisation and cleanroom capabilities have bolstered the Group's readiness for more complex, higher-margin programmes. The recognition from Lam Research through the 2025 Supplier Excellence Award reinforced UWC's reputation as a reliable global partner and reflected the Group's disciplined execution and quality-driven culture.

Supported by a diversified customer base, operational agility and forward-looking strategy, UWC is well-placed to capture the next wave of industry opportunities, deliver sustainable value to stakeholders and build on its trajectory of long-term growth.

Dato' Seri Ng Chai Eng
Executive Director/Group CEO

Board Of Directors



From left to right:

- | | |
|---|---|
| 1. Ng Sze Yen
<i>Alternate Director to Dato' Lau Chee Kheong/Deputy Group COO</i> | 5. Dato' Seri Ng Chai Eng
<i>Executive Director/Group CEO</i> |
| 2. Dato' F'ng Meow Cheng
<i>Independent Non-Executive Director</i> | 6. Dr. Ng Chin Liang
<i>Alternate Director to Dato' Seri Ng Chai Eng/Deputy Group CEO</i> |
| 3. Dato' Lau Chee Kheong
<i>Executive Director/Group COO</i> | 7. Dato' Seri Lee Teong Li
<i>Independent Non-Executive Director</i> |
| 4. Dato' Wan Hashim Bin Wan Jusoh
<i>Independent Non-Executive Chairman</i> | 8. Jariyah Binti Hashim
<i>Independent Non-Executive Director</i> |

Profile Of Directors



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

AGE	GENDER	NATIONALITY
68	Male	Malaysian

Qualification

1. Bachelor of Science in Resource Economics, Universiti Pertanian Malaysia (now known as Universiti Putra Malaysia)

Date first appointed to the Board

7 November 2018

Membership of Board Committee

None

Working Experience and Occupation

1. Assistant Director, MIDA Kuala Lumpur (1981 – 1991)
2. Deputy Director, MIDA Los Angeles, USA (1991 – 1995)
3. Director, MIDA Kuala Lumpur (1996 – 2003)
4. Director, MIDA Boston, USA (2003 – 2006)
5. Director, MIDA New York, USA (2007 – 2008)
6. Director of Foreign Direct Investment Promotion, MIDA Kuala Lumpur (2009 – 2011)
7. Senior Director, MIDA Kuala Lumpur (2011 – 2012)
8. Executive Director, MIDA Kuala Lumpur (2012 – 2014)
9. Senior Executive Director, MIDA Kuala Lumpur (2014 – 2017)

Present Appointment

1. Independent Non-Executive Director of NuEnergy Holdings Berhad (formerly known as ILB Group Berhad)
2. Independent Non-Executive Director of AYS Ventures Berhad

Any family relationship with any director and/or major shareholder of UWC

None

Any conflict of interests that the person has with UWC

None

Other than traffic offences, the list of convictions for offences within the past five (5) years and particulars of any public sanction or penalty imposed by the relevant regulatory bodies during the financial year

None

Number of board meetings attended in the financial year

6/6

...Profile Of Directors



DATO' SERI NG CHAI ENG

Executive Director/Group Chief Executive Officer

AGE	GENDER	NATIONALITY
62	Male	Malaysian

Qualification

1. Malaysian Skills Certificate Level 1 (formerly known as Sijil Kecekapan Ketukangan Peringkat Asas)
2. Malaysian Skills Certificate Level 2 (formerly known as Sijil Kecekapan Ketukangan Peringkat Pertengahan)
3. Certificate in Administrative Management, Centre for Business Studies (London)
4. Certificate in Production and Quality Control Management, Centre for Business Studies (London)

Date first appointed to the Board

29 March 2018

Membership of Board Committee

None

Working Experience and Occupation

1. Apprentice electrician, Mattel (Malaysia) Sdn. Bhd. (1982 – 1983)
2. Senior Technician, Leader Electrical Appliances Manufacturing Sdn. Bhd. (now known as GUH Electrical Appliances Sdn. Bhd.) (1985 – 1990)
3. Plant Manager, Leader Electrical Appliances Manufacturing Sdn. Bhd. (now known as GUH Electrical Appliances Sdn. Bhd.) (1990)

Present Appointment

1. Advisor of the Federation of Malaysian Foundry and Engineering Industries Associations (FOMFEIA)
2. Industry Relations Chairman of Penang Premium Business Enterprise Association (PPBEA)
3. Chairman in Sekolah Jenis Kebangsaan (C) Beng Teik (Pusat)
4. Director of UMedic Group Berhad
5. Director of all subsidiaries of UWC Berhad
6. Director of several private limited companies

Any family relationship with any director and/or major shareholder of UWC

He is the father of Dr. Ng Chin Liang, his Alternate Director

Any conflict of interests that the person has with UWC

None

Other than traffic offences, the list of convictions for offences within the past five (5) years and particulars of any public sanction or penalty imposed by the relevant regulatory bodies during the financial year

None

Number of board meetings attended in the financial year

6/6

...Profile Of Directors



DATO' LAU CHEE KHEONG

Executive Director/Group Chief Operations Officer

AGE	GENDER	NATIONALITY
62	Male	Malaysian

Qualification

1. Sekolah Menengah Jenis Kebangsaan Hua Lian Taiping, Perak
2. Professional Diploma in Business Administration (Finance), Genovasi Centre for Higher Learning

Date first appointed to the Board

29 March 2018

Membership of Board Committee

None

Working Experience and Occupation

1. Technical Supervisor, Tekskill Component Sdn. Bhd. (1980 – 1984)
2. Supervisor, Toriki Metal Engineering Sdn. Bhd. (1984 – 1986)
3. Assistant Factory Manager, Leader Electrical Appliances Manufacturing Sdn. Bhd. (now known as GUH Electrical Appliances Sdn. Bhd.) (1986 – 1991)

Present Appointment

1. Vice President of Persatuan Alumni Sekolah Hua Lian Taiping Zon Utara Malaysia
2. Vice President of Lembaga Jemaah Pengurus Sekolah SJK (C) Chiao Nan, Pulau Pinang
3. Vice Chairman of Hua Lian High School Taiping
4. Advisor Kelab Sukan Dan Rekreasi Roket Pulau Pinang.

5. Committee Member of Persatuan Kebajikan 88 Kapten Pulau Pinang
6. Chairman of Construction Committee of SJK (C) Chiao Nan, Pulau Pinang
7. Advisor for Penang Foundry & Engineering Industries Association
8. Deputy Chairman of Int'l & Domestic Trade Fair of North Perak Chinese Chamber of Commerce and Industry
9. Honorary Chairman of Low Clan Association Penang
10. Director of all subsidiaries of UWC Berhad
11. Director of several private limited companies

Any family relationship with any director and/or major shareholder of UWC

None

Any conflict of interests that the person has with UWC

None

Other than traffic offences, the list of convictions for offences within the past five (5) years and particulars of any public sanction or penalty imposed by the relevant regulatory bodies during the financial year

None

Number of board meetings attended in the financial year

6/6

...Profile Of Directors



DATO' SERI LEE TEONG LI
Independent Non-Executive Director

AGE	GENDER	NATIONALITY
64	Male	Malaysian

Qualification

1. Manufacturing Management, The SANNO Institute of Management, Japan
2. Certificate in Computer Programming and Information Procession, City and Guilds of London Institute

Date first appointed to the Board

31 July 2025

Membership of Board Committee

1. Audit Committee (Member)
2. Risk Management Committee (Member)
3. Nomination Committee (Chairman)
4. Remuneration Committee (Chairman)

Working Experience and Occupation

1. Senior Manager, Dynacraft Incorporated Sdn. Bhd. (1979 – 1992)
2. Operations Manager, Gotoh Manufacturing, Japan (1993 – 1998)
3. Vice President, AKN Industries Sdn. Bhd. (1999 – 2001)
4. Director, Am-Seiko Sdn. Bhd. (2001 – 2007)
5. Regional General Manager, Amphenol TCS Malaysia Sdn. Bhd. (2008 – Present)

Present Appointment

1. Chairman of Federation of Malaysian Manufacturers, Penang Branch
2. Director of Amphenol TCS (Malaysia) Sdn. Bhd.

Any family relationship with any director and/or major shareholder of UWC

None

Any conflict of interests that the person has with UWC

None

Other than traffic offences, the list of convictions for offences within the past five (5) years and particulars of any public sanction or penalty imposed by the relevant regulatory bodies during the financial year

None

Number of board meetings attended in the financial year

0/0

...Profile Of Directors



DATO' F'NG MEOW CHENG
Independent Non-Executive Director

AGE	GENDER	NATIONALITY
59	Female	Malaysian

Qualification

1. Bachelor of Science in Business Administration, University of Southwestern Louisiana, USA
2. Master of Management, Australian Institute of Business, Australia
3. Member of Malaysian Institute of Certified Public Accountants
4. Member of Malaysian Institute of Accountants

Date first appointed to the Board

7 November 2018

Membership of Board Committee

1. Audit Committee (Chairman)
2. Risk Management Committee (Member)
3. Nomination Committee (Member)
4. Remuneration Committee (Member)

Working Experience and Occupation

1. System Planner, Sony Electronics (M) Sdn. Bhd. (1991 – 1992)
2. Audit Junior to Assistant Manager, Russ Ooi & Associates (1992 – 1996)
3. Manager, H. B. Ooi & Co (1996 – 1998)
4. Manager, K. B. Tan & Co (1998 – 2002)
5. Auditor, MC F'ng & Associates (2002 – Present)

Present Appointment

1. Independent Non-Executive Director of Aurelius Technologies Berhad
2. Independent Non-Executive Director of SNS Network Technology Berhad
3. Independent Non-Executive Director of PSP Energy Berhad
4. Director of several private limited companies

Any family relationship with any director and/or major shareholder of UWC

None

Any conflict of interests that the person has with UWC

None

Other than traffic offences, the list of convictions for offences within the past five (5) years and particulars of any public sanction or penalty imposed by the relevant regulatory bodies during the financial year

None

Number of board meetings attended in the financial year

6/6

...Profile Of Directors



JARIYAH BINTI HASHIM

Independent Non-Executive Director

AGE	GENDER	NATIONALITY
63	Female	Malaysian

Qualification

1. Bachelor of Science (Chemistry), Western Illinois University, Macomb
2. Master of Science (Chemistry), Western Illinois University, Macomb
3. Honorary Master of Economics, Universiti Malaysia Perlis
4. Train-The-Trainer (TTT) Certified Trainer

Date first appointed to the Board

2 May 2024

Membership of Board Committee

1. Audit Committee (Member)
2. Risk Management Committee (Chairman)
3. Nomination Committee (Member)
4. Remuneration Committee (Member)

Working Experience and Occupation

1. Engineer, Process Engineering, Advanced Micro Devices ("AMD") (1986 – 1991)
2. Manager, Process Engineering, AMD (1991 – 1994)
3. Director of Quality Engineering, Environment, Health & Safety ("EHS"), Facilities and Physical Distribution, AMD (1994 – 2001)
4. Director of Quality Engineering, EHS, Security, HR Business Partner and Total Continuous Process Improvement, AMD (2001 – 2010)

5. Vice President, Education and Human Capital Division, Northern Corridor Implementation Authority ("NCIA") (2010 – 2016)
6. Vice President, Manufacturing Division, NCIA (2016 – 2019)
7. Regional Head, Perak and Pulau Pinang, NCIA (2019 – 2022)

Present Appointment

1. Member of Kelab Pembangunan TVET and Usahawan Pulau Pinang
2. Board Member of Koperasi Usahawan Pendidikan Latihan Teknikal dan Vokasional Pulau Pinang (UTVET) Berhad

Any family relationship with any director and/or major shareholder of UWC

None

Any conflict of interests that the person has with UWC

None

Other than traffic offences, the list of convictions for offences within the past five (5) years and particulars of any public sanction or penalty imposed by the relevant regulatory bodies during the financial year

None

Number of board meetings attended in the financial year

6/6

...Profile Of Directors



DR. NG CHIN LIANG

Alternate Director to Dato' Seri Ng Chai Eng/
Deputy Group Chief Executive Officer

AGE	GENDER	NATIONALITY
32	Male	Malaysian

Qualification

1. Bachelor of Arts (First Class Honours) in Accounting and Finance, University of Exeter, UK
2. Master of Science (Distinction) in Accounting and Finance, University of Exeter, UK (Under Scholarship)
3. Fellow Member of the Association of Chartered Certified Accountants
4. Member of the Malaysian Institute of Accountants
5. Doctor of Business Administration, Wawasan Open University

Date first appointed to the Board

15 November 2019

Membership of Board Committee

None

Working Experience and Occupation

1. Audit Associate, Deloitte PLT, Penang (2015 – 2016)
2. Assistant Finance Manager, UWC Holdings Sdn. Bhd. (2016 – 2018)
3. Head of Corporate Affairs and Communications, UWC Berhad (2018 – 2019)

Present Appointment

1. Vice Chairman of Penang Skill and Development Centre
2. Member of Industry Advisory Committee, Politeknik Seberang Perai

3. Member of Institute-Industry Management Board, Institut Latihan Perindustrian Arumgam Pillai Nibong Tebal
4. Member of Technical Advisory Committee, Institut Teknikal Jepun Malaysia (JMTI)
5. Council Member of Federation Malaysia Manufacturer
6. Advisor of Junior Chamber International (JCI) Bayan
7. Director of Penang Science Cluster
8. Council of Experts the Government-Industry TVET Coordination Body (GITC)
9. Director of several private limited companies

Any family relationship with any director and/or major shareholder of UWC

He is the son of Dato' Seri Ng Chai Eng, the Executive Director/ Group CEO and major shareholder of UWC

Any conflict of interests that the person has with UWC

None

Other than traffic offences, the list of convictions for offences within the past five (5) years and particulars of any public sanction or penalty imposed by the relevant regulatory bodies during the financial year

None

Number of board meetings attended in the financial year

6/6

...Profile Of Directors



NG SZE YEN

Alternate Director to Dato' Lau Chee Kheong/
Deputy Group Chief Operations Officer

AGE	GENDER	NATIONALITY
42	Female	Malaysian

Qualification

1. Bachelor of Mechanical Engineering, Universiti Tun Hussein Onn
2. Certified Innovation Professional (CIP) at Global Innovation Management Institute
3. Certified Innovation Manager at Global Innovation Management Institute
4. Master of Business Administration (MBA) at HELP University

Date first appointed to the Board

3 Jan 2025

Membership of Board Committee

None

Working Experience and Occupation

1. Project Engineer, UWC Holdings Sdn. Bhd. (2006 – 2009)
2. Senior Engineer, UWC Holdings Sdn. Bhd. (2009 – 2010)
3. Assistant Business Development Manager, UWC Holdings Sdn. Bhd. (2010 – 2011)
4. Business Development Manager, UWC Holdings Sdn. Bhd. (2011 – 2018)
5. Head of Operation, UWC Berhad (2018 – 2020)
6. General Manager, UWC Berhad (2020 – 2024)
7. Deputy Group Chief Operations Officer (2024 – Present)

Present Appointment

1. Board of Director in SJK (C) Kim Sen
2. Vice Chairman, PIBG (Parent-Teacher Association), SJKC Kim Sen
3. Member of Activity Committee, SMJK Jit Sin
4. Academy Advisor in UWC Professional Diploma Programs
5. Industry Advisor, Wawasan Open University

Any family relationship with any director and/or major shareholder of UWC

Niece of Dato' Seri Ng Chai Eng

Any conflict of interests that the person has with UWC

None

Other than traffic offences, the list of convictions for offences within the past five (5) years and particulars of any public sanction or penalty imposed by the relevant regulatory bodies during the financial year

None

Number of board meetings attended in the financial year

2/2

...Profile Of Directors

Training Programs attended by the Director

The following are the seminar, conference, webinar and sharing session attended by the Directors as at financial year ended 31 July 2025 ("FYE 2025").

Name of Directors	Mode of Training	Title
Dato' Wan Hashim Bin Wan Jusoh	Webinar	Briefing on Greenhouse Gas (GHG) Inventory and Reporting
	Physical	Anti-Corruption Training for Directors
	Physical	Amendments to Listing Requirements
Dato' Seri Ng Chai Eng	Webinar	Driving Export Competitiveness: A Sustainability Perspective from Malaysia and Singapore
	Webinar	HSBC Global Private Banking 2025 Mid-Year Investment Outlook
Dato' Lau Chee Kheong	Webinar	Mandatory Accreditation Programme Part II: Leading for Impact (LIP)
	Training	2025 Alibaba AI Study Tour
	External	Asia-Pacific Business Forum 2025
Dato' Seri Lee Teong Li	Physical	Safety Measure in Major Hazard Industries - (CIMA)
	Physical	Malaysia Technical Standards Forum (MTSFB) - Smart Manufacturing
	Physical	Strengthening Industrial Productivity Through Talent
	Physical	Regional Comprehensive Economic Partnership (RCEP) Revolution, Maximise Your Trade Potential
	Physical	Green Technology & Energy Efficiency (EECA Act)
Dato' F'ng Meow Cheng	Webinar	MIA Webinar Series: Tax and Law Relating to Property Transaction, Capital Gains Tax, Estates and Trusts
	Webinar	MIA Webinar Series: Practical Implementation of e-Invoicing in Malaysia - Concepts & Challenges
	Webinar	SSM X BNM: Roles and Responsibilities of Company Secretaries as Compliance Officers Under AMLA 2001
	Webinar	MIA Webinar Series: Accounting for Financial Instruments in Accordance with MPERS (Covering Section 11, 12 & 22)
	Webinar	Case Study-Based MFRS Webinar: MFRS 18 – Presentation and Disclosure in Financial Statements
Jariyah Binti Hashim	Webinar	Mandatory Accreditation Programme Part II: Leading for Impact (LIP)
	Webinar	Understanding IFRS S1 and S2: Climate and Sustainable Reporting Simplified by CA Swati Gupta
Dr. Ng Chin Liang	Physical	Empowering the Malaysian Workforce: Innovations and Strategies for Sustainable Growth
	Webinar	The Digital Shift: Empowering SMEs in Manufacturing seminar
	Physical	Market Outlook Propelling Malaysia Forward 2024 Penang Series
	Physical	Leadership Project ~ Strategic Entrepreneurs Program
	Webinar	Mandatory Accreditation Programme Part II: Leading for Impact (LIP)
Ng Sze Yen	External	Lean Six Sigma (Yellow Belt)
	External	INDUSTRIAL RELATIONS ACT 1967 (AMENDMENT 2020)
	External	AI-Powered HR: Automate Tasks, Boost Productivity
	External	Safety & Health Committee Compliance Auditing and Risk Monitoring
	External	Cleanroom Management / Protocol Technology
	Webinar	Mandatory Accreditation Programme Part I

...Profile Of Directors

Remuneration

The following are the remuneration breakdown of all directors as at FYE 2025.

Name of Directors	Salaries (RM'000)	Fees (RM'000)	Bonus (RM'000)	Employee Provident Fund and Social Security Organisation (RM'000)	Allowances (RM'000)	Share Grant Scheme Expense (RM'000)	Total (RM'000)
Dato' Seri Ng Chai Eng	832	-	-	34	-	-	866
Dato' Lau Chee Kheong	832	-	-	34	-	-	866
Dato' Wan Hashim Bin Wan Jusoh	-	72	-	-	6	-	78
Dato' Seri Lee Teong Li	-	-	-	-	-	-	-
Dato' F'ng Meow Cheng	-	36	-	-	3	-	39
Jariyah Binti Hashim	-	36	-	-	3	-	39
Dr. Ng Chin Liang	270	-	-	34	19	49	372
Ng Sze Yen	437	-	-	47	18	108	610

Profile Of Key Senior Management

Tan Kean Hean

Head of Machining Division

Age : 60
Gender : Male
Nationality : Malaysian

Qualification

1. Apprentice Certificate, Lembaga Latihan Perindustrian dan Persijilan Ketukangan Kebangsaan Kementerian Buruh Malaysia

Date first appointed to the Key Senior Management

1 May 2018

Working Experience and Occupation

1. Technician, Loh Kim Teow Engineering Sdn. Bhd. (1986 – 1991)
2. Sales and Application Engineer, George Cohen (Malaysia) Sdn. Bhd. (1992 – 1997)
3. Director, Numeric Precision Engineering Sdn. Bhd. (1997 – 2000)
4. Head of Machining Division, UWC Berhad (2018 – Present)

Present Appointment

Director of UWC Automation Sdn. Bhd.

Any family relationship with any director and/or major shareholder of UWC

None

Any conflict of interests that the person has with UWC

None

Other than traffic offences, the list of convictions for offences within the past five (5) years and particulars of any public sanction or penalty imposed by the relevant regulatory bodies during the financial year

None

Chong Yee Beng

Senior Manager of Engineering Division

Age : 56
Gender : Male
Nationality : Malaysian

Qualification

1. Bachelor of Mechanical Engineering, Universiti Teknologi Malaysia

Date first appointed to the Key Senior Management

1 May 2018

Working Experience and Occupation

1. Technical Engineer, Antah Schindler Sdn. Bhd. (1993 – 1995)
2. Senior Purchasing Engineer, Antah Schindler Sdn. Bhd. (1995 – 2002)
3. Production Manager, Advance Engineering Manufacturer Sdn. Bhd. (2002 – 2003)
4. Engineering Manager, UWC Holdings Sdn. Bhd. (2003 – 2018)
5. Senior Manager of Engineering Division, UWC Berhad (2018 – Present)

Present Appointment

None

Any family relationship with any director and/or major shareholder of UWC

None

Any conflict of interests that the person has with UWC

None

Other than traffic offences, the list of convictions for offences within the past five (5) years and particulars of any public sanction or penalty imposed by the relevant regulatory bodies during the financial year

None

...Profile Of Key Senior Management

Khor Kean Seng

Senior Manager of Industrial Engineering and Production Division

Age : 55

Gender : Male

Nationality : Malaysian

Qualification

1. Diploma in Electrical Engineering, Institut Teknologi Butterworth

Date first appointed to the Key Senior Management

1 May 2018

Working Experience and Occupation

1. Engineer, Penang Seagate Industries (M) Sdn. Bhd. (1992 – 1993)
2. Supervisor, UWC Holdings Sdn. Bhd. (1993)
3. Section Head, UWC Holdings Sdn. Bhd. (1993 – 2010)
4. Factory Manager, UWC Holdings Sdn. Bhd. (2010 – 2018)
5. Senior Manager of Industrial Engineering and Production Division, UWC Berhad (2018 – Present)

Present Appointment

None

Any family relationship with any director and/or major shareholder of UWC

None

Any conflict of interests that the person has with UWC

None

Other than traffic offences, the list of convictions for offences within the past five (5) years and particulars of any public sanction or penalty imposed by the relevant regulatory bodies during the financial year

None



Corporate Governance Overview Statement

The Board of Directors (“the Board”) of UWC Berhad (“UWC” or “the Company”) recognises the importance of sound corporate governance and is committed to uphold the high standard of corporate governance and ethics throughout the Company and its Group of Companies (“the Group”).

This Corporate Governance Overview Statement (“Statement”) is presented pursuant to Paragraph 15.25(1) of the Main Market Listing Requirements (“MMLR”) of Bursa Malaysia Securities Berhad (“Bursa Securities”) and the resolution and approval of the Board.

The objective of this Statement is to provide an overview of the application of the corporate governance practices of the Group during the financial year ended 31 July 2025 (“FYE 2025”). In accordance with Malaysian Code on Corporate Governance (“MCCG”) issued by the Securities Commission Malaysia (“SC”), the main principles governing these governance practices are namely Board Leadership and Effectiveness; Effective Audit and Risk Management; and Integrity in Corporate Reporting and Meaningful Relationship with Stakeholders.

Separately, the Board has also provided specific disclosures on the application of each Practice in its Corporate Governance (“CG”) Report. The stakeholders are advised to read this Statement in conjunction with the CG Report. The CG Report is available on the Company’s website at www.uwcberhad.com.my as well as the Company’s announcement made to Bursa Securities on 26 November 2025 together with the announcement of Annual Report FYE 2025.

Principle A: Board Leadership and Effectiveness

I. Board Responsibilities

The Board is entrusted to overseeing the overall management of the business affairs of the Group; determining all major policies; ensuring effective strategies and management are in place; assessing the performance of the Group and its management team; and reviewing the systems of risk management and internal control of the Group.

When implementing the business plan, the Executive Directors are responsible for executing corporate decisions made by the Board while the Non-Executive Directors scrutinise the management performance by providing independent views and advice in the interests of the shareholders at large.

In order to ensure that its obligations to its shareholders and other stakeholders are understood, the Board has defined and collectively review and approved its roles and responsibilities as well as its schedule of reserved matters in its Board Charter.

The Board will periodically review and track the management performance through its review of the interim financial results of the Group. The Board is kept abreast of the latest updates of the Company in the quarterly Board Meeting.

The Group has in place the Anti-Bribery and Anti-Corruption Policy in keeping with the commitment set forth to prevent and detect bribery and corruption. This Policy is prepared in accordance with the Malaysian Anti-Corruption Commission Act 2009 and Malaysian Anti-Corruption Commission (Amendment) Act 2018.

In addition, the Group has also adopted Whistle Blowing Policy. The objective of this Whistle Blowing Policy is to create open work environment practice within the Group. The Code of Conduct serve as a tool for the Board to convey and instil its values into the organisation. During the financial year, the Board has reviewed and approved the revised Code of Conduct to ensure they are implemented effectively and kept compliance with the changes in regulatory requirements.

In putting the Diversity Policy into action, the Board, through Nomination Committee, will conduct all prospective Board appointment processes in a manner that promotes diversity on. Candidates will be identified and shortlisted based on meritocracy focusing on variety of factors, including, among others, professional experiences, business experiences, skills, expertise and academic grounding whilst taking into consideration diversity of gender, age and ethnicity.

The Board has also introduced the Fit and Proper Policy for Directors which defines the criteria in the evaluation of directors before their appointment and/or re-election to the Board.

The Board adopted Conflict of Interest (“COI”) Policy applicable to all Directors and Key Senior Management of the Group. This COI Policy provides guidance to identify and manage any circumstances that might give rise to COI situation. No change to the Terms of Reference of Risk Management Committee following a review.

The Board Charter, Code of Conduct, Whistle Blowing Policy, Anti-Bribery and Anti-Corruption Policy, Diversity Policy, the Fit and Proper Policy for Directors, COI Policy as well as the Terms of Reference of the Board Committees are published onto the corporate website at www.uwcberhad.com.my. The Board Committees referred to the Audit Committee, Risk Management Committee, Nomination Committee and Remuneration Committee.

...Corporate Governance Overview Statement

Principle A: Board Leadership and Effectiveness (cont'd)

I. Board Responsibilities (cont'd)

The Board Chairman instils good governance practices, leadership and effectiveness in the Board through chairing of board and shareholders meetings and deliberating together with the Board members on board matters and policies. The position of Board Chairman and Group Chief Executive Officer (“CEO”) are held by different individuals. The role of the Board Chairman is to ensure the effective functioning of the Board while the key roles of the Group CEO is to lead and manage the Group’s operations and business activities as well as execute the decisions made by the Board.

The Board is assisted by the qualified and competent Chartered Secretaries who are qualified in accordance with the requirements of the Companies Act 2016 and equipped with relevant experience and competence on statutory and regulatory requirements. The Company Secretaries assist the Board in discharging its duties in regard to compliance with regulatory requirements, guidelines, legislations and the principles of best corporate governance practices.

Board papers were circulated to the Board members at least seven (7) days in advance of each Board meetings in order to provide the Board members with information beforehand so that they can deliberate issues more effectively during the Board meetings. During the board meeting, Executive Directors and Management were also invited to attend the Board meetings to provide explanations to the Board on the agenda discussed.

The Board also has access to all information and assistance necessary for the discharge of its responsibilities. Subject to Board’s approval, all Board members could seek independent professional advice in discharging their responsibilities, at the expense of the Group.

The underlying factors of Directors’ commitment to the Group are devotion of time and continuous improvement of knowledge and skill sets. During the financial year, six (6) Board meetings were held. These meetings were attended by all members of the Board.

The Board is responsible for the overall direction on the sustainability efforts and initiatives of the Group. The roles and responsibilities of the sustainability governance bodies are disclosed in Sustainability Report of this Annual Report. In order to discharge their duties effectively as Director, the Board attended appropriate seminars, trainings, or workshops during the year to continuously enhance their knowledge and stay abreast of latest developments relating to sustainability matters. In line with Practice 4.5 of the MCCG, the Board has appointed Dr. Ng Chin Liang, the Deputy Group CEO to lead the sustainability initiatives of the Group.

The Board is updated regularly by the Company Secretaries and management on the training programme available by regulators and professional bodies. The present Board members have attended the following trainings:

Name of Directors	Mode of Training	Title
Dato’ Wan Hashim Bin Wan Jusoh	Webinar	Briefing on Greenhouse Gas (GHG) Inventory and Reporting
	Physical	Anti-Corruption Training for Directors
	Physical	Amendments to Listing Requirements
Dato’ Seri Ng Chai Eng	Webinar	Driving Export Competitiveness: A Sustainability Perspective from Malaysia and Singapore
	Webinar	HSBC Global Private Banking 2025 Mid-Year Investment Outlook
Dato’ Lau Chee Kheong	Webinar	Mandatory Accreditation Programme Part II: Leading for Impact (LIP)
	Training	2025 Alibaba AI Study Tour
	External	Asia-Pacific Business Forum 2025
Dato’ Seri Lee Teong Li	Physical	Safety Measure in Major Hazard Industries - (CIMA)
	Physical	Malaysia Technical Standards Forum (MTSFB) - Smart Manufacturing
	Physical	Strengthening Industrial Productivity Through Talent
	Physical	Regional Comprehensive Economic Partnership (RCEP) Revolution, Maximise Your Trade Potential
	Physical	Green Technology & Energy Efficiency (EECA Act)

...Corporate Governance Overview Statement

Principle A: Board Leadership and Effectiveness (cont'd)

I. Board Responsibilities (cont'd)

Name of Directors	Mode of Training	Title
Dato' F'ng Meow Cheng	Webinar	MIA Webinar Series: Tax and Law Relating to Property Transaction, Capital Gains Tax, Estates and Trusts
	Webinar	MIA Webinar Series: Practical Implementation of e-Invoicing in Malaysia - Concepts & Challenges
	Webinar	SSM X BNM: Roles and Responsibilities of Company Secretaries as Compliance Officers Under AMLA 2001
	Webinar	MIA Webinar Series: Accounting for Financial Instruments in Accordance with MPERS (Covering Section 11, 12 & 22)
	Webinar	Case Study-Based MFRS Webinar: MFRS 18 – Presentation and Disclosure in Financial Statements
Jariyah Binti Hashim	Webinar	Mandatory Accreditation Programme Part II: Leading for Impact (LIP)
	Webinar	Understanding IFRS S1 and S2: Climate and Sustainable Reporting Simplified by CA Swati Gupta
Dr. Ng Chin Liang	Physical	Empowering the Malaysian Workforce: Innovations and Strategies for Sustainable Growth
	Webinar	The Digital Shift: Empowering SMEs in Manufacturing seminar
	Physical	Market Outlook Propelling Malaysia Forward 2024 Penang Series
	Physical	Leadership Project ~ Strategic Entrepreneurs Program
	Webinar	Mandatory Accreditation Programme Part II: Leading for Impact (LIP)
Ng Sze Yen	External	Lean Six Sigma (Yellow Belt)
	External	INDUSTRIAL RELATIONS ACT 1967 (AMENDMENT 2020)
	External	AI-Powered HR: Automate Tasks, Boost Productivity
	External	Safety & Health Committee Compliance Auditing and Risk Monitoring
	External	Cleanroom Management / Protocol Technology
	Webinar	Mandatory Accreditation Programme Part I

II. Board Composition

Presently, the majority of the board members are Independent Non-Executive Directors. This composition is on par with Paragraph 15.02 of the MMLR as well as the practice required for Large Company under the MCCG. Descriptions of the background of each director are presented in the respective Profile of Directors in this Annual Report.

The Nomination Committee (“NC”) reviewed the independence of the Independent Directors annually based on the requirements and definition of “independent director” as set out in the MMLR, the confirmation of independence declared by Independent Directors as well as their objectivity in carrying out their duties and responsibilities objectively.

The appointment of Board and key senior management are based on objective criteria, merit and with due regards for diversity in skills, experience, age, cultural background and gender. The current diversity in age distribution, gender and skillsets of the existing Board are shown in Practice 5.5 of the MCCG in the CG Report.

When identifying candidates for appointment as director, the NC would consider recommendations from existing board members, management, major shareholders and third-party sources, thereafter shortlist candidates for the Board’s further deliberation.

The Board evaluates candidates for directorship based on their skills, knowledge, professionalism, character and experience in line with the needs of the Group.

On 19 December 2024, the NC has considered the nomination for appointment of Madam Ng Sze Yen (“Madam Ng”) for appointment as an alternate director to Dato’ Lau Chee Kheong and Deputy Group Chief Operations Officer (“COO”). The NC has assessed the suitability of Madam Ng based on her qualification and contributions to the Group and opined that Madam Ng was a suitable candidate aligning with the Group’s succession planning strategy, given her extensive management experience and invaluable in-depth technical knowledge in engineering, both have been instrumental in driving value creation for the Group. Accordingly, the NC had recommended the appointment of Madam Ng as Alternate Director and Deputy Group COO to Dato’ Lau Chee Kheong for Board’s consideration and approval.

...Corporate Governance Overview Statement

Principle A: Board Leadership and Effectiveness (cont'd)

II. Board Composition (cont'd)

During the year, the NC has also reviewed and assessed the suitability, qualifications, experience and independence of Dato' Seri Lee Teong Li ("Dato' Seri Lee") for appointment as an Independent Non-Executive Director. Based on the satisfactory outcome of the said nomination evaluation, the NC resolved to recommend the appointment of Dato' Seri Lee as an Independent Non-Executive Director to the Board.

The Board has adopted a Fit and Proper Policy for Directors. The purpose of this Policy is to define the criteria (i.e. character, experience, integrity, competence and time commitment to effectively discharge his/her role) in the evaluation of directors before their appointment and re-election to the Board.

The board is committed to workplace diversity and recognizes the benefits arising from employee and board diversity. UWC has in place a Diversity Policy for the Board and its workforce as the Board is of the collective opinion that the Diversity Policy is a formalisation of the Group's commitment to gender diversity at board level and across the Group.

The INEDs, Dato' F'ng Meow Cheng and Jariyah Binti Hashim are female Directors which represents 33% female representation on Board. Their presence is in line with Practice 5.9 of the MCCG, as well as MMLR which mandates presence of at least one (1) female Director on board. The Board views the incorporation of gender diversity in the boardroom as a long-term goal, and is committed to provide equal opportunities and nurturing diversity within the Group.

An annual assessment of the Board is undertaken following the completion of the financial year. The evaluation is carried out by way of questionnaires distributed to all Directors. The questionnaires cover the composition, role, procedures and practices of the Board as a whole, as well as the self-assessments of each individual Director's performance. In the assessments, the NC took into consideration, among others but not limited to, the character, experience, integrity, personality, competence and contribution of each Director. All responses are treated with strict confidentiality and submitted to the Company Secretary for summarization for consideration by the NC and subsequent report back to the Board.

On 10 September 2025, the Company Secretaries tabled the results of the annual evaluations performed by the directors for the financial year 2025 to the NC, which cover the following areas:

- i. Review of the current Board's structure, size and composition;
- ii. Assess the effectiveness of the Board as a whole and Board's Committee as well as the contribution of each individual Director;
- iii. Evaluation of the Board's effectiveness in addressing Environmental, Social and Governance ("ESG") considerations and sustainability targets;
- iv. Review the required mix of skills and experience and other qualities, including core competences of the members of the Board,
- v. Evaluation on the level of Independency of the Independence Directors,
- vi. Review of the training and professional development attended by the Directors; and
- vii. Review and recommendation on the re-election of retiring Directors.

The NC noted satisfactory results from the above evaluations and reported to the Board accordingly.

The NC had conducted an annual review over the performance of the Audit Committee and its members, the NC was of the view that Audit Committee and its members have carried out their duties in accordance with the terms of reference of the Audit Committee. At the same time, the executive Board members, in reviewing the reports from the Audit Committee, affirmed that Audit Committee and its members have carried out their duties in accordance with the terms of reference of the Audit Committee.

III. Remuneration

Broadly, the remuneration policy of the Board requires that the remuneration of the Non-Executive Directors to be determined in accordance with their experience and the level of responsibilities assumed in the Board Committees, their attendance and special skills and expertise they bring to the Board whilst the remuneration of the Executive Directors will be based on the individual's and Group's performance, the market conditions trends and industry practice.

The Board has established its Remuneration Committee comprising wholly Independent Non-Executive Directors. The terms of reference of the Remuneration Committee are posted onto corporate website.

The Remuneration Committee which consists wholly of Non-Executive Directors recommends the remuneration for the Executive Directors. The determination of the remuneration of the Non-Executive Directors is a matter for the Board as a whole. Individual Director abstains from deliberations and voting on the decision in respect of their own remuneration.

...Corporate Governance Overview Statement

Principle A: Board Leadership and Effectiveness (cont'd)

III. Remuneration (cont'd)

The Remuneration Committee met three (3) times during the financial year.

Pursuant to Section 230(1) of the Companies Act 2016, the fees of the directors and any benefits payable to the directors of a listed company and its subsidiaries shall be approved at a general meeting.

The detailed disclosure of the Directors' remunerations is reported in Practice 8.1 of the MCCG in the CG Report. Nevertheless, details of the remuneration of the Senior Management are not disclosed on a named basis as the Board is of the view that such disclosure may expose our key senior management to unwarranted attention. The Board also believes that non-disclosure of the remuneration information on top five (5) senior management (who are not Board members) will not affect the interest of its shareholders.

However, the Board would endeavour to ensure that the remuneration of the top five (5) senior management commensurate with their duties and responsibilities and aligned to market pay-outs.

Principle B: Effective Audit and Risk Management

I. Audit Committee

The members of Audit Committee ("AC") comprising fully Independent Non-Executive Directors. The Chairman of the Committee is not the Chairman of the Board. Members of the AC are financially literate, with diverse background, experiences and knowledge in accountancy, business management, commercial and corporate laws as well as national investment policies and administration.

None of the members of the AC are former audit partners of the current External Auditors of the Group. The AC is mindful of the minimum three (3) years cooling off period best practice under the MCCG when considering the appointment of former key audit partner from its current External Auditors.

The present External Auditors have been appointed since financial year 2011. Nonetheless, the External Auditor' practises a seven (7) year engagement partner rotation policy.

Before the commencement of the current financial year audit, the AC has reviewed and deliberated with the External Auditors on their audit planning memorandum, covering the audit risk areas, approach, emphasis and timeline.

The External Auditors confirmed that independence check and confirmation procedures are carried out in the firm and there is no conflict of interest for rendering their non-audit services to UWC presently.

II. Risk Management and Internal Control

The Board acknowledges its overall responsibility for maintaining a sound internal control system for the Group identifying and reviewing risks; and ensuring the implementation of appropriate systems to manage risks. While the Board has delegated its oversight role in risk management and the system of internal controls to the Risk Committees, the Board understands the principal risks of the business that the Group is engaged in.

The risk management processes in identifying, evaluating, managing and documenting key risks in UWC are embedded in the operation and business processes in accordance with the ISO Environment and Quality Management System. These processes are performed by respective Heads of Department and reported to the Executive Directors cum Group CEO and COO. During the year, the management has reported to the Risk Management Committees of the status of its key risks.

The detailed features of the Group's risk management and internal control framework are disclosed under Statement of Risk Management and Internal Control ("SORMIC") of this Annual Report.

The Internal Auditors will review the systems of internal control of the Group based on the audit plan approved by the AC. The Internal Auditors will then report their findings, their suggestions for improvement and the management responses to the AC. The progress of the implementation of recommended actions are being monitored through follow up reviews by the Internal Auditors. The AC will then report to the Board on the progress and findings of the internal audit function.

...Corporate Governance Overview Statement

Principle B: Effective Audit and Risk Management (cont'd)

II. Risk Management and Internal Control (cont'd)

During the financial year 2025, the Board has outsourced its internal audit function to KPMG Management & Risk Consulting Sdn. Bhd. ("KPMG MRC"), an independent professional firm which reports directly to the AC. The AC has approved the Internal Audit Plan, which outlines the scopes of internal audit for the whole financial year. Subsequently, the internal audit findings and recommendations for improvement, including action plans agreed with operation level management, were reported to the AC on 17 June 2025.

The AC also reviews and approves the Internal Audit Engagement and fees to ensure the independence and objectivity of the Internal Auditors.

Further details of the Internal Audit function are set out in the AC Report section of this Annual Report.

Principle C: Integrity in Corporate Reporting and Meaningful Relationship with Stakeholders

I. Communication with Stakeholders

Information about the Group's business and corporate developments is disseminated through the Company's annual reports, various disclosures to Bursa Securities including quarterly financial results, changes in composition of the Board, changes in shareholdings and others announcements in accordance with the MMLR of Bursa Securities were made from time to time.

In addition, the Group maintains a website at www.uwcbherhad.com.my where shareholders or investors may access information of the Group encompassing corporate information, latest financial results, annual reports, announcements to Bursa Securities, Board Charter, other Board policies and Board Committees' terms of reference.

II. Conduct of General Meetings

The Board will ensure that the Notice of the Annual General Meeting ("AGM") is sent to shareholders at least twenty-eight (28) days ahead of the date of general meeting in order to provide sufficient time and opportunity to shareholders to prepare for the discussion in general meetings. The Board Chairman, Chairmen of the respective Board Committees as well as other Board members will be present at the general meetings to respond to shareholders' queries.

The notice of seventh (7th) AGM was despatched to the shareholders on 30 November 2024, which is at least 28 days prior to the meeting held on 6 January 2025. In addition to sending notices, the Company also advertised in a major local news media (The Star) as well as the Company's corporate website.

Likewise, the forthcoming eighth (8th) AGM will be conducted on 9 January 2026 and the Company shall provide the Notice of AGM to the shareholders at least 28 days prior to it. Shareholders who are unable to attend the AGM are advised to appoint proxies to attend and vote on their behalf by completing the proxy form enclosed in the Annual Report and depositing it at the Registered Office at least forty-eight (48) hours before the time for holding the meeting or any adjournment thereof.

All resolutions set out in the Notice of AGM will be put to vote by poll. The Company will also appoint independent scrutineer to validate the vote cast at the general meeting in accordance with the requirements of Paragraph 8.29A of the MMLR of Bursa Securities. The outcome of the AGM will be announced to Bursa Securities on the same meeting day.

Before resorting to the use of technology voting system, the Board will observe the number of shareholders turn-up in the next few general meetings and evaluate the cost and benefit of the electronic and technology voting system options for managing voting by large group of shareholders.

Members of the Board and Board Committees, the management, Company Secretaries and external auditors were present during the 7th AGM held on 6 January 2025 to address any areas of interest or concerns brought up by the shareholders. During the general meeting, the Board addressed all questions posed by shareholders. The Board also presented the response to the queries raised by Minority Shareholders Watch Group ("MSWG") prior to AGM.

The minutes of the 7th AGM detailing the meeting proceedings, outcome of the voting results as well as the response to the MSWG were published on the Company's corporate website in a timely manner.

The Board has deliberated, reviewed and approved this Statement in line with the principles of the MCCG. The Board is satisfied that the Company has fulfilled its obligation under the Code, MCCG, Bursa Securities and all applicable laws and regulations throughout the FYE 2025.

This Statement is made in accordance with a resolution of the Board on 26 November 2025.