



**See Hup Consolidated Berhad**  
(Registration No. 199601018726 (391077-V))

**WE  
REDEFINE  
LOGISTICS**  
Annual Report 2025





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## CORPORATE INFORMATION



**Lee Chor Min**

*Group Managing Director*

**Lai Yew Chong**

*Executive Director*

**Soon Gim Wooi**

*Independent Non-Executive Director*

**Lee Phay Chian**

*Non-Independent Non-Executive Director*

**Lim Siew Wee**

*Independent Non-Executive Director  
(Appointed on 11.9.2024)*

### AUDIT COMMITTEE

Soon Gim Wooi (Chairman)  
(Redesignated as Chairman on 28.2.2025)  
Lee Phay Chian  
(Redesignated as Member on 28.2.2025)  
Lim Siew Wee

### NOMINATING COMMITTEE

Soon Gim Wooi (Chairman)  
(Redesignated as Chairman on 28.2.2025)  
Lee Phay Chian  
(Redesignated as Member on 28.2.2025)  
Lim Siew Wee

### REMUNERATION COMMITTEE

Soon Gim Wooi (Chairman)  
(Redesignated as Chairman on 28.2.2025)  
Lee Phay Chian  
(Redesignated as Member on 28.2.2025)  
Lim Siew Wee

### JOINT COMPANY SECRETARIES

Tai Yit Chan  
(MAICSA 7009143) (SSM PC No. 202008001023)  
Ong Tze-En  
(MAICSA 7026537) (SSM PC No. 202008003397)  
Lau Yoke Leng  
(MAICSA 7034778) (SSM PC No. 202008003368)

### AUDITORS

Crowe Malaysia PLT  
Chartered Accountants  
Level 6, Wisma Penang Garden  
42 Jalan Sultan Ahmad Shah  
10050 George Town  
Penang

### REGISTERED OFFICE

170-09-01, Livingston Tower  
Jalan Argyll  
10050 George Town, Penang  
Tel : 04-229 4390  
Fax : 04-226 5860  
Email : boardroom-kl@boardroomlimited.com

### PRINCIPAL PLACE OF BUSINESS

No. 1062, Mukim 6, Jalan Perusahaan  
Kawasan Perusahaan Perai  
13600 Perai, Penang, Malaysia  
Tel : 04-688 2688  
Fax : 04-688 6249  
Website : www.seehup.com.my

### REGISTRARS

Plantation Agencies Sdn Berhad  
3rd Floor, 2, Lebuhr Pantai  
10300 George Town, Penang  
Tel : 04-262 5333  
Fax : 04-262 2018  
Email : sharereg@plantationagencies.com.my

### PRINCIPAL BANKERS

AmBank (M) Berhad  
CIMB Bank Berhad  
Hong Leong Bank Berhad

### STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia Securities Berhad  
Stock Code: 7053

# CORPORATE STRUCTURE



## See Hup Consolidated Berhad

(Registration No. 199601018726 (391077-V))



### Transportation & Logistics Services Division

100%  
**See Hup Transport Company Sdn Berhad**  
(195901000322/3666-U)

100%  
**See Hup Transport (KL) Sdn Bhd**  
(199101019871/230182-A)

100%  
**Agriplex (M) Sdn Bhd**  
(200501023517/705649-D)

52.34%  
**SH Logistics (M) Sdn Bhd**  
(197201001659/13323-K)

88.7%  
**Jentanian Transport and Forwarding Sdn Bhd**  
(198001010683/64468-D)

### Machinery Hire, Sub-Contracting Works & Trading Division

100%  
**See Heng Company Sdn Bhd**  
(197201001801/13493-H)

55%  
**SH Moment Builder Sdn Bhd**  
(201401009865/1085944-V)

### Freight Forwarding Division

60%  
**SH Worldwide Logistics Sdn Bhd**  
(199301008684/263421-K)

79.78%  
**SH Supply Chain Sdn Bhd**  
(199001010043/201615-K)

55%  
**SH Global Freight Sdn Bhd**  
(201001004302/888908-A)

49%  
**Tanjung Marine Sdn Bhd**  
(198201000750/80494-P)

49%  
**Perkapalan Maritime Sdn Bhd**  
(198201001279/81023-W)

### Investment Holding & Other Division

100%  
**Mahajaya View Sdn Bhd**  
(200501026367/708501-K)

100%  
**Limsa Ekuiti Sdn Bhd**  
(199301008686/263423-V)

51%  
**Hot Colour Furniture Sdn Bhd**  
(199601020645/392997-X)

49.26%  
**Kimsar Sdn Bhd**  
(196801000688/8285-V)

### Warehousing & Haulage Division

37.84%  
**Maruzen SH Logistics Sdn Bhd**  
(201501036609/1161930-M)

89.55%  
**See Hup Pioneer Logistics Sdn Bhd**  
(200001028191/530798-U)

70%  
**SH Haulage Sdn Bhd**  
(200101014560/550317-T)

## PROFILE OF DIRECTORS

### LEE CHOR MIN

Group Managing Director  
Executive Director

Male, aged 50, Malaysian. He was appointed to the Board on 2 April 2004 and subsequently assumed the role as Group Managing Director on 30 May 2008. He holds a Bachelor of Business (International Trade) degree from University of Monash and a Masters degree in Applied Finance from University of Melbourne in Australia.

He began his career in the banking sector before joining See Hup Group (comprising See Hup Consolidated Berhad and all subsidiaries). Since then, he has been actively involved in strategic business planning across various divisions of the Group. He played a key role in promoting cross-border logistics between Thailand, Malaysia, and Singapore and was instrumental in establishing the Group's Air and Sea Freight divisions. These initiatives have significantly contributed to the Group's growth and regional expansion.

### SOON GIM WOOL

Independent Non-Executive Director

Male, aged 58, Malaysian. He was appointed to the Board on 5 December 2022.

He is a Chartered Accountant registered with the Malaysian Institute of Accountants ("MIA"), having qualified under the Association of Chartered Certified Accountants (ACCA), United Kingdom in 1997.

He has more than 25 years of extensive experience in audit as well as tax and management consulting. He began his career in KPMG (now KPMG PLT) from 1994 and in 2000, went on to establish GW Soon & Partners and GW Soon & Ken Consultancy Services Sdn. Bhd. in June 2000.

In addition to his professional commitments, he actively volunteers in community service initiatives, particularly in the areas of education and social welfare. His firm also provides pro-bono audit services to various charitable and non-profit organisations. He currently serves on the boards of several schools.

He is the Chairman of the Audit Committee, Remuneration Committee and Nominating Committee.

### LAI YEW CHONG

Executive Director

Male, aged 53, Malaysian. He was appointed to the Board on 19 September 2023. He holds a bachelor degree in Logistics Management from the Chartered Institute of Transport, United Kingdom and is a member of the Society of Logisticians Malaysia and a council member for Penang Freight Forwarder Association.

He began his career in total logistics in 1993 with Malaysia Airlines System as an Import & Export Cargo Officer, gaining valuable operational experience in the logistics sector. He then joined FM Global Logistics Sdn. Bhd. in 1994 as Sales Manager and rose through the ranks to become Penang Branch & Country Manager, and subsequently General Manager, where he was responsible for business direction, marketing strategy, and corporate account management.

Since joining the See Hup Group in 2015, he has played a key role in establishing the Group's air freight division and strengthening its market positioning. He has also been instrumental in expanding the Group's cross-border logistics operations, particularly into Thailand and the Indo-China region.

### LEE PHAY CHIAN

Non-Independent Non-Executive Director

Male, aged 58, Malaysian. He was appointed to the Board on 18 March 2013. He is a Fellow of the ("ACCA") United Kingdom and a member of the MIA.

He brings with him over 20 years of experience in company secretarial practice, business advisory, and tax consultancy. He is currently the Managing Director of LWK Management Sdn. Bhd. and LWK Tax Services Sdn. Bhd..

He serves as a member of the Audit Committee, Nominating Committee, and Remuneration Committee of the Company.

He was redesignated as Non-Independent Director on 28.2.2025.



## PROFILE OF DIRECTORS [CONT'D]

### LIM SIEW WEE

Independent Non-Executive Director

Female, aged 51, Malaysian. She was appointed to the Board on 11 September 2024. She began her career with the Audit Division at KPMG in 2001, managing a portfolio of clients involved in manufacturing, investment holdings, property and construction. She subsequently transitioned to the Internal Audit Division at KPMG, focusing on risk management, internal audit, and corporate governance.

In 2003, she joined a merchant bank, where she gained experience in corporate advisory and related services, including private placements, initial public offerings, corporate valuations and corporate restructuring. She is currently involved in overseeing the family's property development business.

She serves as a member of the Audit Committee, Nominating Committee and Remuneration Committee.

NB:

- i) Family relationships with any director and/or major shareholder

| Major shareholders   | Relationship           |
|--|------------------------|
| Dato' Lee Hean Guan  | Father of Lee Chor Min |
| Lee Seok Peng  | Sister of Lee Chor Min |
| Lee Hean Huat<br>Lee Hean Beng<br>Lee Hean Teik<br>Lee Hean Seng | Uncles of Lee Chor Min |

- ii) Conflict of Interest  
None of the Directors have any conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries.
- iii) Non-Conviction of Offences  
Other than traffic offences (if any), none of the Directors have been convicted of any offences within the past 5 years. There were no public sanction or penalty imposed by the relevant regulatory bodies on the Directors of the Company during the financial year.
- iv) Attendance at Board Meeting  
Details of the Directors' attendance at Board Meetings are detailed in the Corporate Governance Overview Statement.
- v) Other directorship of public and listed companies  
None of the Directors hold any directorship in other public or listed companies except for

| Director      | Other Directorships  |
|---------------|--|
| Soon Gim Wooi | Tong Herr Resources Berhad<br>Leader Steel Holdings Berhad |
| Lim Siew Wee  | Kobay Technology Bhd                                       |

- vi) Directors' shareholdings  
Details of the Directors' shareholdings in the Company and its subsidiaries are provided in the Analysis of Shareholdings section of this Annual Report.

## PROFILE OF KEY SENIOR MANAGEMENT

### LEE HEAN SENG

Aged 56 • Male • Malaysian

#### Academic/Professional Qualification

Diploma in London Chamber of Commerce and Industry

#### Working Experience

He joined the Group in 1996 and with his in-depth experience in logistics industry, he is responsible for the Group's overall transportation operations.

#### Directorship in public companies or the Company

Nil

#### Family Relationship with Director or Major shareholder of the Company:

Uncle of Lee Chor Min, the Group Managing Director who is also a Major Shareholder

Uncle of Lee Seok Peng, a Major Shareholder.

Brother of Major Shareholders namely Dato' Lee Hean Guan, Lee Hean Huat and Lee Hean Beng and Lee Hean Teik

#### Conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries

Nil

#### Convictions for Offences (Other than traffic) within the past 5 years/Public Sanctions or penalty

Nil

### LIM WENG NAM

Aged 55 • Male • Malaysian

#### Academic/Professional Qualification

Bachelor of Science (Mathematics), Universiti Teknologi Malaysia 1994  
Certified Lifting Supervisor (ABM Reg No. 012599)

#### Working Experience

He began his career in 1994 as a Business Executive at Malayan Sugar Manufacturing Co. Bhd. In 2000, he took on the role of Warehouse Superintendent at Flextronics Technology Penang, and a year later, joined K Line Air Service Sdn. Bhd. as Logistics Manager.

In 2007, he joined the Group as Project Development Manager, having previously served as Branch Manager of SMT Speedmark Forwarders Sdn. Bhd. in Penang.

With a notable track record in logistics and supply chain management, he leads the development and execution of high-impact strategies for the Group's project cargo and warehousing operations.

#### Directorship in public companies or the Company

Nil

#### Family Relationship with Director or Major shareholder of the Company:

N/A

#### Conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries

Nil

#### Convictions for Offences (Other than traffic) within the past 5 years/Public Sanctions or penalty

Nil

### IVY TONG WEI WEI

Aged 51 • Female • Malaysian

#### Academic/Professional Qualification

Bachelor of Business Administration, University Putra Malaysia

#### Working Experience

She began her career in 1998 as a Sales Coordinator at Asia Air Elite Services before taking on the role of Business Development Manager at Transways Logistics Group in 1999.

Since joining the Group in 2011, she has served as Head of the Sea Freight Division. Her extensive background in sales and business development has been instrumental in driving the division's growth and strengthening its market presence.

#### Directorship in public companies or the Company

Nil

#### Family Relationship with Director or Major shareholder of the Company:

N/A

#### Conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries

Nil

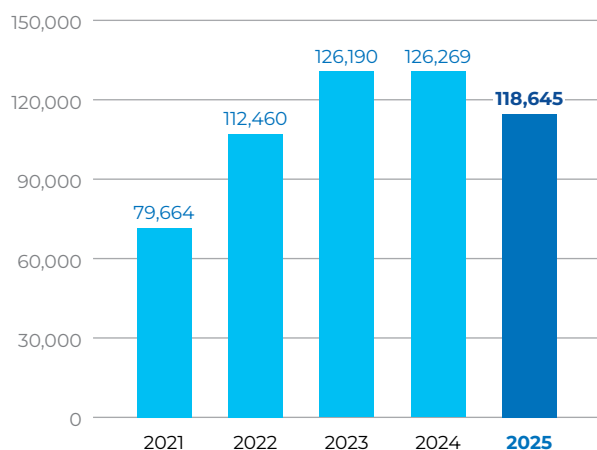
#### Convictions for Offences (Other than traffic) within the past 5 years/Public Sanctions or penalty

Nil

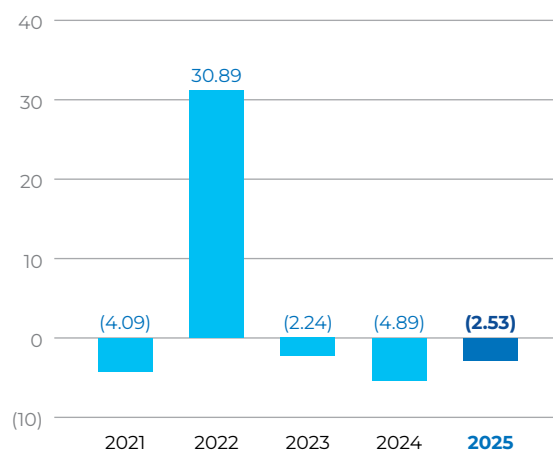
## 5-YEAR FINANCIAL HIGHLIGHTS

|  | 2021<br>RM'000 | 2022<br>RM'000 | 2023<br>RM'000 | 2024<br>RM'000 | 2025<br>RM'000 |
|--|----------------|----------------|----------------|----------------|----------------|
| Revenue  | 79,664         | 112,460        | 126,190        | 126,269        | <b>118,645</b> |
| Profit/ (Loss) Before Taxation   | (3,926)        | 23,235         | (5,206)        | (2,635)        | <b>(3,225)</b> |
| Profit/ (Loss) After Taxation  | (4,720)        | 22,393         | (6,097)        | (3,302)        | <b>(3,660)</b> |
| Profit/ (Loss) Attributable to Owners of the Company                             | (3,273)        | 24,725         | (1,782)        | (3,884)        | <b>(2,008)</b> |
| Shareholders' Fund   | 71,110         | 92,863         | 87,695         | 80,277         | <b>72,020</b>  |
| Basic Earnings/ (Loss) Per Share (Sen)   | (4.09)         | 30.89          | (2.24)         | (4.89)         | <b>(2.53)</b>  |
| Net Assets Per Share Attributable to Ordinary Equity Holders of the Parent (Sen) | 88.83          | 116.00         | 110.33         | 100.99         | <b>90.61</b>   |

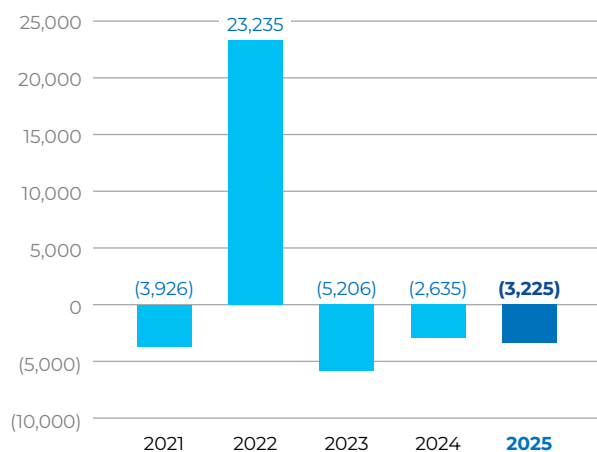
Revenue (RM'000)



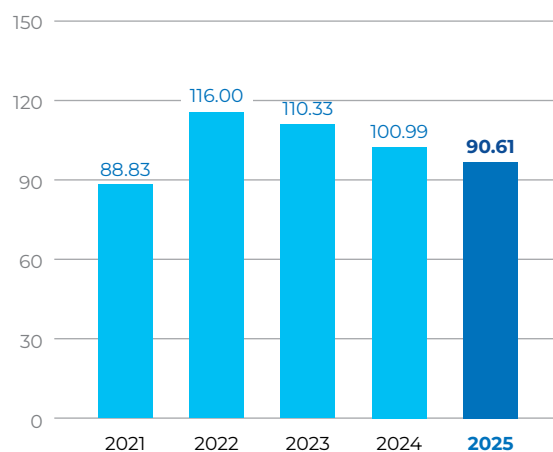
Basic Earnings / (Loss) Per Share (Sen)



Profit / (Loss) Before Taxation (RM'000)



Net Assets Per Share (sen)





# MANAGEMENT DISCUSSIONS AND ANALYSIS

## OVERVIEW OF THE GROUP'S BUSINESS

See Hup Consolidated Berhad ("See Hup," "we," or the "Company") was established in Malaysia on June 19, 1996, under the Companies Act, 1965, as a private limited company named See Hup Consolidated Sdn Bhd. It was converted to a public limited company on July 22, 1996. On February 13, 1998, the Company marked a significant milestone successfully listed on the Second Board of the Kuala Lumpur Stock Exchange, which later merged with the Main Board to form the Main Market.

Our history traces back to 1948 when See Hup Group began operation with the launch of our first lorry. Initially, we focused on cargo transport within Butterworth town and the Northern Region of Peninsular Malaysia.

Over time, we embraced growth opportunities and expanded our scope by diversifying into various logistics-related businesses. Today, we take great pride in our specialization in the following areas, where we have developed extensive expertise:

### **FREIGHT FORWARDING**

- We offer comprehensive air and sea freighting services

### **INLAND TRANSPORT**

- Our services cover all modes of transportation, ensuring complete transportation management.
- Our facilities include cement mixer truck, bulk tanker, container haulage, refrigerated truck, 20ft/ 40ft box trailer, pole trailer, cargo trailer, flat bed semi-trailer and tipper truck.

### **WAREHOUSING**

- We offer warehousing solutions at 2 strategically located facilities, including Thailand- Malaysia Border – Bukit Kayu Hitam (40,000 sq ft), and Central Region Prai Butterworth (approximately 120,000 sq ft).

### **TRADING, MACHINERY AND SUBCONTRACTING WORKS**

- We provide a wide range of vehicles and machineries to support both industrial and commercial needs.
- We are also engaged in the trading of construction materials and general merchandise.
- We are registered with the CIDB and holds a Grade G7 license which permits the undertaking of building construction works, civil engineering construction and supply of various mechanical equipment with indefinite contract value.

With over 70 years of experience in the transportation and logistics industry, the Group has gained extensive expertise and knowledge.

To cater to our customers' needs effectively, we operate in various offices across peninsular Malaysia, i.e., Bukit Kayu Hitam, Penang, Selangor and Johor Bahru.

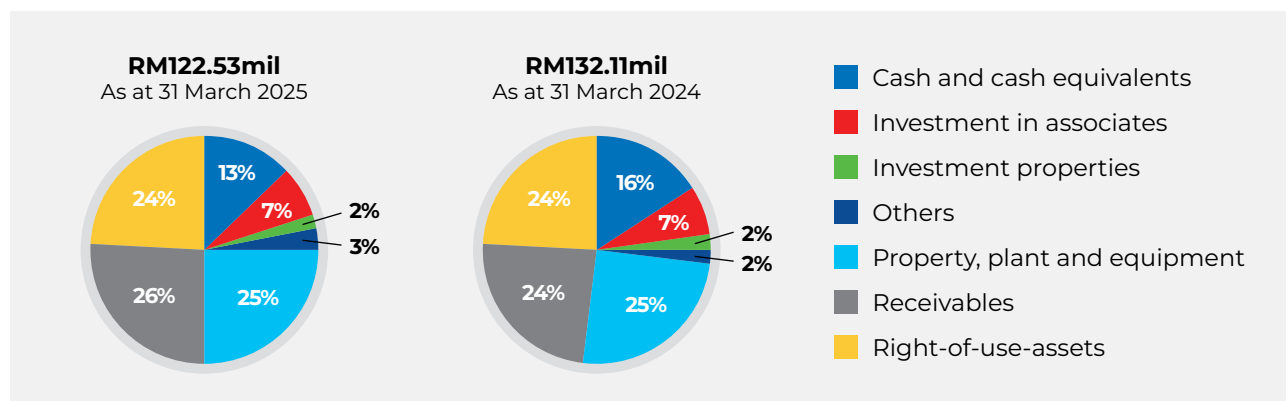
Our corporate office is located at No. 1062, Mukim 6, Jalan Perusahaan, Kawasan Perusahaan Perai, 13600, Perai, Penang, Malaysia.

In See Hup, we are committed to providing value-added services and total logistics solutions to our valued customers through personalised and reliable services.

## MANAGEMENT DISCUSSIONS AND ANALYSIS [CONT'D]

### FINANCIAL POSITION REVIEW

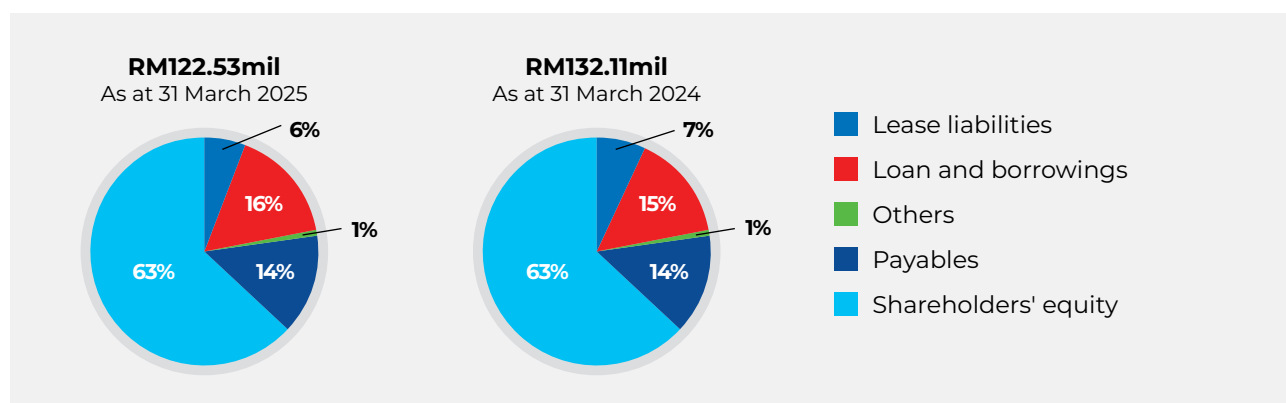
#### Total Assets



Our Group's total assets decreased to RM122.53 million compared to RM132.11 million in FY2024, primarily due to:

- reduction of RM5.00 million in cash and cash equivalents held during the year
- net decrease of RM4.23 million in property, plant, and equipment, investment properties, and right-of-use assets, which includes RM5.58 million in additions, RM8.08 million in total depreciation, and other net reductions such as derecognition, write-offs, and disposals amounting to RM1.72 million

#### Total Liabilities and Shareholder's Equity



Our Group's total liabilities and shareholder's equity decreased to RM122.53 million compared to RM132.11 million in FY2024, primarily due to:

- dividend payout of RM3.09 million, including amounts attributable to non-controlling interests
- net decrease in lease liabilities of RM1.31 million, mainly arising from new lease acquisition of RM4.49 million and lease payments of RM6.13 million, resulting in a reduction of total liabilities
- comprehensive loss of RM3.66 million made for the current year

#### Financial Ratio

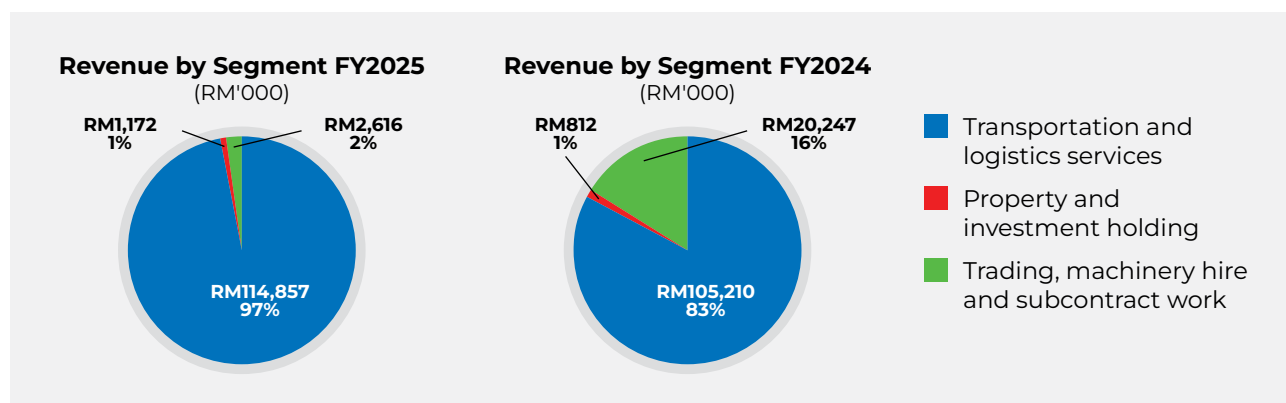
|                        | FY2025 | FY2024 | Variance |         |
|------------------------|--------|--------|----------|---------|
|                        | RM'000 | RM'000 | RM'000   | %       |
| Current ratio (times)  | 1.95   | 2.00   | (0.05)   | (2.50%) |
| Debt-to-equity (times) | 0.35   | 0.35   | -        | 0.00%   |

The ratios above suggest that the Group is in a stable financial position, strong liquidity and low financial leverage which allows the Group to manage risks effectively while maintaining the flexibility to invest in future growth opportunities.

## MANAGEMENT DISCUSSIONS AND ANALYSIS [CONT'D]

### FINANCIAL PERFORMANCE REVIEW

|                      | FY2025     | FY2024     | Variance   |         |
|----------------------|------------|------------|------------|---------|
|                      | RM'000     | RM'000     | RM'000     | %       |
| Revenue              | 118,645.07 | 126,269.39 | (7,624.32) | (6.04%) |
| Loss Before Taxation | (3,224.77) | (2,635.00) | (589.77)   | 22.38%  |



The Group recorded total revenue of RM118.65 million for the current year, compared to RM126.27 million in the previous year. The increase in the transport and logistics service segment, with sales rising from RM105.21 million to RM114.86 million, helped to cushion the overall decline. However, this was offset by a significant drop in the trading, machinery and subcontract work segment, which decreased from RM20.25 million to RM2.62 million following the completion of major projects. The segment is now primarily focused on equipment rental activities.

Transportation and logistics services were the primary contributors to the Group's revenue, recorded an increase in revenue from RM105.21 million in the previous year to RM114.86 million in the current year, primarily driven by higher delivery volumes despite the continued pressure from competitive pricing. The growth in volume was supported by strong demand from key customers and the onboarding of several new clients across various industries. Although pricing remained competitive, the segment was able to maintain service quality, which helped drive productivity and sustain revenue growth.

The property and investment holding segment recorded a revenue increase from RM0.81 million to RM1.17 million, mainly attributed to improved performance in the logistics segment. As the Group expanded its total logistics services, there was a higher demand for storage space and related facilities. This allowed the segment to benefit from increased utilisation of its warehouse, as customers engaged in end-to-end logistics solutions that leveraged the Group's integrated infrastructure.

The trading, machinery hire, and subcontract work segment recorded a sharp decline in revenue, falling from RM20.25 million to RM2.62 million, mainly due to the completion of major project during the previous year. With no new large-scale projects secured in the current year, the segment has shifted its focus primarily to equipment rental activities to sustain operations. Nonetheless, the Group is actively exploring new project opportunities and remains prepared to pursue those that are commercially viable and aligned with our operational capacity, subject to strategic and financial evaluation.

The Group's loss before tax increased slightly from RM2.64 million to RM3.22 million this year. The increase was mainly attributable to the continued absorption of certain fixed costs following the completion of major construction projects. Additionally, although the logistics segment recorded higher revenue, the impact of competitive pricing limited the extent of margin improvement. Despite these challenges, the Group remained operationally resilient, with improved topline performance helping to partially offset cost pressures.

## MANAGEMENT DISCUSSIONS AND ANALYSIS [CONT'D]

### CASH FLOW REVIEW

|  | FY2025   | FY2024   | Variance |          |
|--|----------|----------|----------|----------|
|  | RM'000   | RM'000   | RM'000   | %        |
| Cash and cash equivalents at beginning of period | 15,286   | 19,641   | (4,355)  | (22.17%) |
|  |          |          |          |          |
| Net cash from operating activities               | 2,711    | 8,848    | (6,137)  | (69.36%) |
| Net cash from investing activities               | 2,992    | 1,247    | 1,745    | 139.94%  |
| Net cash (used in)/from financing activities     | (10,834) | (14,449) | 3,615    | (25.02%) |
| Net decrease in cash and cash equivalents        | (5,131)  | (4,354)  | (777)    | 17.85%   |
|  |          |          |          |          |
| Currency translation differences                 | (5)      | (1)      | (4)      | 400.00%  |
|  |          |          |          |          |
| Cash and cash equivalents at end of period       | 10,150   | 15,286   | (5,136)  | (33.60%) |

At the end of the financial year, net cash from operating activities fell from RM8.85 million to RM2.71 million, mainly due to working capital changes. The prior year's inventory write-off which amounting to RM2.38 million, being a non-cash item, was added back in the cash flow from operating activities under the indirect method, resulting in a higher presentation despite no cash impact. Payables also declined by RM0.88 million, while last year's increase of RM2.45 million had a positive impact. In addition, the Group's share of loss from associates improves from RM3.09 million to a profit of RM0.07 million. Despite these factors, the Group's core operations remained stable and continued to generate positive cash flow.

Net cash from investing activities increased from RM1.25 million to RM2.99 million in the current financial year. The improvement was primarily attributable to proceeds received from the disposal of property, plant, and equipment, specifically relating to the sale of obsolete vehicles. These disposals not only contributed to higher cash inflows but also reflect the Group's ongoing efforts to optimise its asset base and improve operational efficiency.

Cash used in financing activities decreased from RM14.45 million in the previous year to RM10.83 million in the current year, reflecting an improvement in net cash outflows. This was primarily due to the absence of significant short-term borrowing repayments, which had been a major component of financing cash outflows in the prior year.

### CAPITAL STRUCTURE AND CAPITAL RESOURCES

At the end of financial year, the Group's total share capital stood at RM81.11 million, comprising 80,426,301 ordinary shares, including treasury shares. Our business operations are funded through cash generated from operations, finance leases, and various forms of loan and borrowings, including bank overdrafts, term loans, revolving credits and banker acceptances.

### SHARE PERFORMANCE

|                 | FY2025 | FY2024 | Variance |
|-----------------|--------|--------|----------|
| Year high (RM)  | 0.98   | 1.10   | (0.12)   |
| Year low (RM)   | 0.71   | 0.88   | (0.17)   |
| Year close (RM) | 0.73   | 0.88   | (0.15)   |

## MANAGEMENT DISCUSSIONS AND ANALYSIS [CONT'D]

### OPERATIONAL REVIEW

As part of our long-term growth strategy, the Group is committed to aligning our business operations with Environmental, Social, and Governance (ESG) principles. We recognize that sustainability and corporate responsibility are critical to maintaining investor confidence, meeting regulatory expectations, and ensuring long-term business resilience. In line with this, we will be progressively integrating ESG considerations into our operational practices, governance structure, and stakeholder engagement. Key focus areas include enhancing our emissions tracking and reduction initiatives, improving resource efficiency across our logistics operations, and promoting ethical and transparent business conduct.

To support our expansion and to meet the evolving needs of our customers, we will also begin development of new warehouse facilities. This investment is strategically aligned with market demand for modern, efficient, and secure storage solutions.

Furthermore, we intend to actively pursue opportunities in national infrastructure development, with particular attention to the recently announced Light Rail Transit (LRT) project. We will closely monitor its progress and explore strategic avenues for participation. These initiatives offer significant potential for us to leverage our logistics expertise and expand our role in major infrastructure developments, thereby reinforcing our position and operational capabilities within the rapidly growing infrastructure landscape of the northern region.

These strategic initiatives will enable us to drive sustainable value creation for our shareholders while fulfilling our role as a responsible corporate citizen contributing to national development.

### CHALLENGES AND RISKS

#### **Market risk**

The logistics industry, being closely tied to both international and domestic trade, is significantly affected by geopolitical developments that influence global economic activity. These developments, including economic slowdowns, inflationary pressures, seasonal fluctuations, supply chain disruptions, changes in trade policies and tariffs, as well as ongoing conflicts, can lead to reduced global demand for goods and products, thereby impacting the demand for our logistics services.

To mitigate this risk, we have actively diversified our customer base and strengthened our logistics and transportation segments, as evidenced by our ongoing operational improvements. Additionally, we are proactively exploring opportunities to participate in large-scale infrastructure projects, such as the Penang Light Rail Transit (LRT), to further expand our market presence and service portfolio.

#### **Competition risk**

The logistics sector is marked by intense competition and fragmentation, featuring numerous service providers offering diverse pricing options, both domestically and globally. Nevertheless, participating in aggressive price wars could jeopardize the Group's profitability and market position.

To mitigate the risks associated with intense competition in the logistics industry, we focus on providing additional value-added services such as specialised logistics solutions or personalised customer service. To sustain our competitive advantage and expand our market share, we continuously optimise operational processes to reduce costs without compromising service quality. With over 70 years of experience in the transportation and logistics industry, we are equipped to navigate the challenges that arise and seize emerging opportunities with unwavering confidence.

## MANAGEMENT DISCUSSIONS AND ANALYSIS [CONT'D]

### CHALLENGES AND RISKS (CONT'D)

#### Operation risk

The logistics industry is inherently exposed to operational risks due to the complex and dynamic nature of its activities, which involve the coordination of transportation, warehousing, customs clearance, and last-mile delivery. These risks can arise from internal inefficiencies, external disruptions, or failures in systems, processes, or human capital.

To address these operational risks, we have adopted a comprehensive approach that includes optimizing internal processes, enhancing cross-functional coordination, implementing contingency plans for external disruptions, upgrading digital infrastructure for real-time visibility, and investing in workforce training and development to strengthen human capital capabilities across transportation, warehousing, and door to door delivery operations.

#### Regulatory risk

The logistics industry is subject to a wide range of regulatory requirements across different jurisdictions, covering areas such as customs compliance, transport safety, environmental standards, tax regulations, and labour laws.

To mitigate regulatory risk, we continuously monitor policy and legislative changes, engage closely with relevant authorities and industry advisors, upgrade our systems, provide regular compliance training to staff, and implement ESG-aligned practices to meet evolving environmental and sustainability requirements.

### DIVIDEND

In recognition of our shareholders' continuous support, the Group has declared a single-tier interim dividend of 2.70 sen per share, totalling RM2.15 million for the financial year ended 31 March 2025, and paid on 08 November 2024.

### OUTLOOK AND PROSPECTS

The outlook for the logistics industry in 2025 remains cautiously optimistic, supported by ongoing infrastructure developments, digital transformation across supply chains, and increased demand for integrated logistics solutions. However, the industry continues to navigate several headwinds that could influence growth and operational performance.

One of the key factors shaping the logistics outlook is the evolving global trade environment, particularly the impact of tariffs and trade policies. Ongoing geopolitical tensions may increase transportation costs, alter supply chain routes, and dampen trade volumes. Logistics providers must remain agile in adjusting to these shifts by offering alternative routing, cost optimization, and customs advisory services.

However, the Group will continue to focus on broadening its market reach and enhancing customer coverage across both domestic and international markets.





# SUSTAINABILITY REPORT 2025



# SUSTAINABILITY REPORT

## ABOUT SEE HUP GROUP'S SUSTAINABILITY REPORT 2025

See Hup Consolidated Berhad ("See Hup") and its subsidiaries (collectively referred to as the "Group") are pleased to present our Sustainability Statement ("Statement") for the financial year ended 31 March 2025 ("FY2025"), providing an overview of our Group's sustainability goals, financial and non-financial measures against the sustainability strategy and approach, with the goal of creating long-term sustainable value for our stakeholders.

### SCOPE AND REPORTING PERIOD

This statement covers the sustainability performance, strategies and efforts of the Group from 1 April 2024 to 31 March 2025 ("FY2025"), unless otherwise stated. When applicable, we will also incorporate data from previous years to monitor year-on-year progress and offer comparative data. Information in relation to Environmental, Social and Governance (ESG) in this statement encompasses the Group's core nature of transportation and logistics business, along with key subsidiaries. Entities such as associates, joint ventures and organisations within its value chain, over which See Hup does not have managerial control in operational matters have been excluded from the reporting scope.

### REPORTING GUIDELINE

This statement is completed based on all available data in accordance with Paragraph 15.25(1) of the Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad ("Bursa Securities") and guidance drawn from Practice Note 9 of the Main Market Listing Requirements ("MMLR") and the Sustainability Reporting Guide (3rd edition) and Toolkits issued by Bursa Securities.

In addition, we have also compared our sustainability performance against international benchmark of the United Nations' Sustainable Development Goals ("UNSDG") to ensure that our sustainability initiatives align with global development goals.

### REPORTING METHODOLOGY

This Statement is to be read in conjunction with the Management Discussion and Analysis, Corporate Governance Overview Statement and Statement on Risk Management and Internal Control, revealed together in this Annual Report that sets out both our financial and operational performance for the financial year ended 31 March 2025.

### ASSURANCE

There is no external assurance for the independent evaluation of the performance data presented in this Statement. Our current focus is on refining and enhancing our ESG practices, with efforts to better align our operations with global best practices. Additionally, our ESG team attends annual seminars to ensure compliance with evolving standards, and we plan to pursue third-party assurance when we are more adequately positioned to do so. This Statement has been reviewed and approved by the Board.

### AVAILABILITY AND FEEDBACK

This Statement is accessible from our corporate website at <http://www.seehup.com.my>. We are fully committed to listening to our stakeholders, we appreciate and value your feedback on this Statement to improve our sustainability reporting journey in the future. Please contact us at [investorrelations@seehup.com.my](mailto:investorrelations@seehup.com.my).

# SUSTAINABILITY REPORT [CONT'D]



FTSE4Good

## KEY HIGHLIGHTS 2025

The FTSE4Good Index Series, a respected benchmark for assessing companies on their Environmental, Social, and Governance (ESG) performance, plays a crucial role in this evaluation. We are pleased to announce that the Group has earned a rating of ★★★★★ out of ★★★★★ of in the most recent FTSE4Good results, which were released in June 2024, reflecting our ongoing commitment to responsible and sustainable business practices.

## ENVIRONMENT

### Carbon Emission (tCO2e)

|                    | FY2023    | FY2024    | FY2025    |
|--------------------|-----------|-----------|-----------|
| <b>Total tCO2e</b> | 13,524.60 | 13,902.70 | 14,657.87 |

Data on Scope 3 emissions, encompassing employee commuting and business travel will be included in our report starting from FY2025. No Scope 3 emissions data is available for FY2023 and FY2024. A comprehensive breakdown of carbon emission will be presented in ENVIRONMENTAL section of this report.

### Waste Management

|                      | FY2023 | FY2024 | FY2025 |
|----------------------|--------|--------|--------|
| <b>Total tonnage</b> | N/A    | N/A    | N/A    |

Data on waste management, encompassing waste diverted from and directed to disposal will be included in our report starting from FY2025. No data is available for FY2023 and FY2024. A comprehensive breakdown of carbon emission will be presented in ENVIRONMENTAL section of this report.

### Energy Regeneration Through Solar Panel

|  | FY2023 | FY2024 | FY2025 |
|--|--------|--------|--------|
| <b>Total electricity generated (MWh)</b> | 58     | 59     | 59     |

### Energy Regeneration Through Solar Panel

|                               | FY2023 | FY2024 | FY2025 |
|-------------------------------|--------|--------|--------|
| <b>Water consumption (m3)</b> | 15,385 | 17,756 | 11,362 |

## SOCIAL

### Talent Management

|                            | FY2023 | FY2024 | FY2025 |
|----------------------------|--------|--------|--------|
| <b>Internal promotions</b> | 13     | 19     | 9      |

### Employee Turnover

|                                    | FY2023 | FY2024 | FY2025 |
|------------------------------------|--------|--------|--------|
| <b>Number of employee turnover</b> | 234    | 269    | 181    |

### Human Rights Violation

|   | FY2023 | FY2024 | FY2025 |
|---|--------|--------|--------|
| <b>Complaints on infringement of human rights</b> | -      | -      | -      |

### Health & Safety

|  | FY2023 | FY2024 | FY2025 |
|--|--------|--------|--------|
| <b>Number of work-related fatalities</b> | -      | -      | -      |
| <b>Lost time incident rate</b>           | -      | -      | -      |

## GOVERNANCE

No incidents of bribery and corruption have occurred, reflecting our commitment to maintaining a transparent and ethical business environment. Comprehensive Human Right Policy has been established and is readily accessible through our employee system and company website.



# SUSTAINABILITY REPORT [CONT'D]

## THE EVOLUTION OF SUSTAINABILITY:

SEE HUP'S JOURNEY TOWARD SUSTAINABLE AND ETHICAL PRACTICES

### PHASE 1 2018

- Introduced the first Sustainability Report
- Appointed key personnel to form the Sustainability Team
- Defined the core theme and long-term sustainability ambition for the Group

### PHASE 2 2019 - 2021

- Sustainability Working Group ("SWG") is formed and led by the Managing Director and finally report to Board of Director
- Oversee and execute Economic, Environment and Social ("EES") efforts to achieve sustainable goals
- Carry out materiality assessment with 7 sustainability matters
- Focus on Covid-19 mitigation initiatives
- Report in accordance with Bursa Malaysia's Sustainability Reporting Guide (2nd Edition)

### PHASE 4 2023

- Report in accordance with Sustainability Reporting Guide (3rd Edition) and Toolkits issued by Bursa Securities, in alignment with United Nations Sustainability Development Goals ("UNSDG")
- Reassess the materiality matrix to align with current business practices and priorities
- Improve in reporting scope by providing additional disclosures such as the 11 indicators recommended in Sustainability Reporting Guide (3rd Edition)

### PHASE 3 2022

- Improve in reporting scope by providing additional disclosures, such as electricity generated from solar power, safety and health training conducted throughout the year, and employee statistics.

### PHASE 5 2024

- Transition to prioritising Environmental, Social and Governance (ESG) instead of Environmental, Economic and Social (EES), to reflect our strategic adaptation to evolving market trend and investor expectation
- Having a vision and mission to better align with Group's activities, set clear expectations and demonstrate a consistent and strategic approach to sustainability
- Establish new Environmental, Social and Governance ("ESG") targets for achievement
- Disclosure of effort to attract and retain employees



# SUSTAINABILITY REPORT [CONT'D]

## OUR SUSTAINABILITY COMMITMENT

The Group recognise the importance of fostering sustainable growth and are dedicated to generating enduring value for our stakeholders by promoting positive impacts on the Environmental, Social and Governance (ESG). It has become a cornerstone of corporate transparency and responsible business conduct. Notwithstanding the challenging external factors, we are well-prepared to address significant ESG-related trends. Our commitment involves promoting sustainable practices, including enhancing management efficiency to address the environmental and social impacts of our business operations.

Our adaptability and quick response to the swiftly evolving market trends have enabled us to successfully navigate challenges and remain on a steady course. Implementing forward-thinking strategies, we have embraced digital technologies to streamline our logistics and transportation processes, alongside adopting new health and safety protocols to safeguard the well-being of our employees and customers.

At See Hup, we remain committed to steering our business towards sustainable progress and development. We firmly believe that our commitment to sustainability has been a key factor in our ability to withstand the challenges of the past year. By prioritizing sustainability across the Group, we have been able to maintain our position as a responsible and forward-thinking organization, committed to meeting the needs of our customers while contributing to the larger goal of a sustainable future.

We persist in our efforts to have positive impact on both people and planet. We will continue to develop upon this groundwork, utilising our proficiency in logistics and transportation to propel sustainable advancements throughout our operations.

## GIANT LEAP

The plan to purchase Euro 5 prime movers from Volvo Malaysia, is a strategic move towards reducing environmental impact. Volvo's Euro 5 vehicles are known for significantly lowering harmful emissions, including particulate matter, nitrogen oxides, and carbon monoxide, contributing to better air quality and supporting global sustainability goals. While the initial investment may be higher, these vehicles offer long-term benefits such as improved fuel efficiency, reduced maintenance costs, and compliance with evolving regulations. Our commitment to sustainability aligns with this initiative, which not only strengthens the company's corporate social responsibility (CSR) and brand image but also sets the foundation for future sustainability efforts, positioning the company as an environmentally responsible leader in the industry.

### Vision

To align sustainability and affordability

### Mission

Integrate sustainable practices into our operations, fostering positive impact on environment, supporting social well-being, and upholding standards of corporate governance

### Our Brand Promise

Generate core value by a high perpetuation performance culture catered meticulously while upholding transparency and accountability

### Our Community Engagement

Care and support our community by partnering with charitable organisations and engaging in assistance for those in need

### Our Initiatives

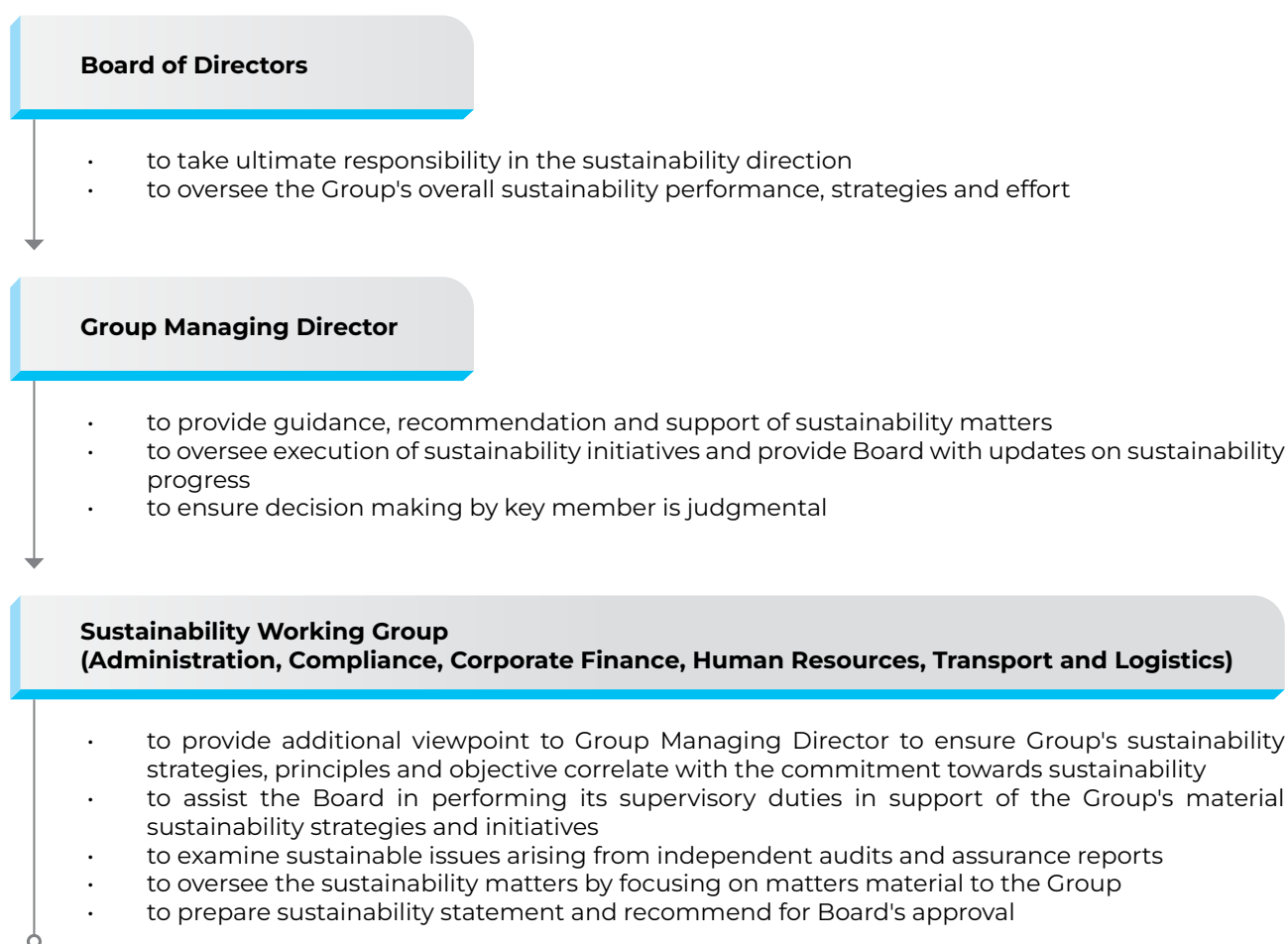
Optimum resource utilisation and stringent upkeep of all vehicles and equipment to reduce our carbon footprint

# SUSTAINABILITY REPORT [CONT'D]

## SUSTAINABILITY GOVERNANCE

The sustainability governance structure was initially established as a foundational guide for corporate sustainability and reporting across the Group. However, it has undergone a restructuring process under Sustainability Working Group ("SWG") to better align with the current organisational context, this statement, and to enhance overall efficiency.

The structure comprises three layers of reporting directed by Sustainability Working Group ("SWG"), encompassing department's representatives and headed by Group Managing Director, Mr. Lee Chor Min. The SWG plays a crucial role in disseminating the Group's sustainability requirements, ensuring effective engagement and assigning responsibilities among employees to prioritise and address specific ESG issues.



The Board of Directors is jointly involved with the SWG in administering sustainability matters of the Group. As such, with the delineation of responsibilities and due considerations, the Group affirms all concerns are deliberated and addressed through various reporting tiers.



# SUSTAINABILITY REPORT [CONT'D]



## STAKEHOLDERS ENGAGEMENT

We have actively engaged with our stakeholders through various channels to identify and address sustainable matters that are important to them. We recognize that ongoing communication and engagement with stakeholders are critical in defining our sustainable priorities and achieving our long-term business objectives.

At See Hup, we prioritise corporate sustainability as the Group's commitment in creating long-term value for stakeholders and enabled us to intensify our presence in the industry. See Hup has assessed its stakeholders through various engagement to evaluate and assess the key stakeholders in terms of influence and dependence to the Group. The Group has undertaken direct and active engagement through stakeholder mapping exercises and formal and informal channels of communication with stakeholders for the year in review. By keeping an open dialogue and considering their primary interests, concerns, suggestions and expectations in our business decisions and operations, we can build trust, credibility and long-term loyalty with our stakeholders which helps to achieve organisational success.




As the business landscape continues to evolve rapidly and stakeholders' expectation shift, See Hup remains committed in meeting their expectations and continuing our efforts towards sustainability. We will continue to engage with our stakeholders and prioritize sustainability as a core value, ensuring that we create long-term value for all of our stakeholders while contributing to a more sustainable future.

The interests and key concerns, engagement method and frequency of engagement for the respective stakeholder groups are presented in the following table.

| Stakeholder  | Scope of interest   | Means of Engagement   | Our response   |
|--|---|---|--|
| <p>Government &amp; Regulators</p>  <p><b>Why we engage:</b><br/>To ensure compliance, influence policy, support sustainability initiatives, and foster a responsible business environment.</p>           | <ul style="list-style-type: none"> <li>Adherence to applicable laws and regulations</li> <li>Security and safety measures and procedures</li> <li>Corporate contributions</li> </ul>  | <p><b>Ad-hoc</b></p> <ul style="list-style-type: none"> <li>Report submission</li> <li>Audit/ Other inspection test</li> <li>Press release/ announcement</li> </ul> <p><b>On-going</b></p> <ul style="list-style-type: none"> <li>Meeting/ discussion</li> <li>Corporate website</li> </ul>               | <ul style="list-style-type: none"> <li>Ensure compliance with regulatory requirements</li> <li>Support government initiatives</li> <li>Formal and informal engagement</li> </ul>   |
| <p>Employees</p>  <p><b>Why we engage:</b><br/>To foster a positive work culture and encourage employees to make valuable contributions in delivering business strategies to achieve strategic goals.</p> | <ul style="list-style-type: none"> <li>Corporate direction and growth</li> <li>Remuneration and benefits</li> <li>Diversity and equal opportunities</li> <li>Training and career development</li> <li>Job security and work-life balance</li> <li>Occupational health and safety</li> </ul> | <p><b>Annually</b></p> <ul style="list-style-type: none"> <li>Employee appraisals</li> </ul> <p><b>Ad-hoc</b></p> <ul style="list-style-type: none"> <li>Grievances/ Whistleblowing procedures</li> </ul> <p><b>On-going</b></p> <ul style="list-style-type: none"> <li>Internal communication</li> </ul> | <ul style="list-style-type: none"> <li>Promote transparent communication with employees</li> <li>Provide equal employment opportunities without discrimination</li> <li>Prioritise well-being through strict safety standards</li> </ul> |



## SUSTAINABILITY REPORT [CONT'D]

### STAKEHOLDERS ENGAGEMENT (CONT'D)

| Stakeholder   | Scope of interest  | Means of Engagement   | Our response  |
|---|--|---|---|
| <p>Supplier/ Vendor</p>  <p><b>Why we engage:</b><br/>To foster a strong partnership with suppliers by upholding transparency and strengthening supply chain resilience.</p>                                   | <ul style="list-style-type: none"> <li>• Fair contract terms and conditions</li> <li>• Transparent procurement policy and practice</li> <li>• Optimum payment schedule</li> <li>• Supply commitment</li> <li>• Service and delivery</li> </ul> | <p><b>Annually</b></p> <ul style="list-style-type: none"> <li>• Evaluation and performance review</li> </ul> <p><b>Ad-hoc</b></p> <ul style="list-style-type: none"> <li>• Contract negotiation</li> </ul> <p><b>On-going</b></p> <ul style="list-style-type: none"> <li>• Vendor registration</li> <li>• Meeting/ Discussion</li> </ul>  | <ul style="list-style-type: none"> <li>• Ensure suppliers comply with Health and Safety policies and procedures</li> <li>• Emphasis on provision of transparent procurement processes</li> <li>• Enhancing efficiency through digital transformation of procurement processes</li> </ul>  |
| <p>Customer</p>  <p><b>Why we engage:</b><br/>Deliver superior service that showcases operational and commercial excellence to extend and secure contracts while nurturing strong business relationships.</p> | <ul style="list-style-type: none"> <li>• Service satisfaction</li> <li>• After sales services</li> <li>• Customer relations management</li> <li>• Pricing</li> <li>• Data privacy</li> </ul>   | <p><b>Annually</b></p> <ul style="list-style-type: none"> <li>• Customer satisfaction survey</li> </ul> <p><b>Ad-hoc</b></p> <ul style="list-style-type: none"> <li>• Contract negotiation</li> <li>• Customer visit</li> </ul> <p><b>On-going</b></p> <ul style="list-style-type: none"> <li>• Corporate website</li> <li>• Meeting/ Discussion</li> </ul>   | <ul style="list-style-type: none"> <li>• Adhere to Group's Anti-Bribery and Corruption policies by ensuring all transactions are transparent, ethical and free from corrupt practices</li> <li>• Customers' data are collected, processed and stored in compliance with the Personal Data Protection Act</li> <li>• Conduct an annual review of customers' credit limits and terms to ensure alignment with the current business environment</li> </ul> |
| <p>Shareholder</p>  <p><b>Why we engage:</b><br/>To keep shareholders informed about the business performance, risks and growth strategies.</p>  | <ul style="list-style-type: none"> <li>• Financial and operational performance</li> <li>• Investment returns and associated risks</li> <li>• Business strategies and direction</li> <li>• Corporate governance and transparency</li> </ul>     | <p><b>Annually</b></p> <ul style="list-style-type: none"> <li>• Annual General Meeting</li> <li>• Annual report</li> </ul> <p><b>Quarterly</b></p> <ul style="list-style-type: none"> <li>• Quarterly result announcement</li> </ul> <p><b>Ad-hoc</b></p> <ul style="list-style-type: none"> <li>• Extraordinary General Meeting</li> <li>• Press release</li> <li>• Meeting or conference call</li> </ul> <p><b>On-going</b></p> <ul style="list-style-type: none"> <li>• Corporate website</li> </ul> | <ul style="list-style-type: none"> <li>• Maintain strong governance practices and adhere to regulations to ensure compliance</li> <li>• Timely updates on Group's strategy and financial performance</li> </ul>   |

# SUSTAINABILITY REPORT [CONT'D]

## STAKEHOLDERS ENGAGEMENT (CONT'D)

| Stakeholder  | Scope of interest   | Means of Engagement  | Our response  |
|--|---|--|---|
| Public/ Local Community<br> <p><b>Why we engage:</b><br/>Engaging with the local community or public in stakeholder management is crucial for building trust and enhancing reputation.</p>  | <ul style="list-style-type: none"> <li>Impact to socio-environment</li> <li>Community support and development</li> <li>Conservation initiatives</li> <li>Corporate social responsibilities</li> </ul> | <p><b>Annually</b></p> <ul style="list-style-type: none"> <li>Community/ Engagement Program</li> </ul> <p><b>Ad-hoc</b></p> <ul style="list-style-type: none"> <li>Press release/ Announcement</li> </ul> <p><b>On-going</b></p> <ul style="list-style-type: none"> <li>Corporate website</li> </ul> | <ul style="list-style-type: none"> <li>Social and Environmental Initiatives</li> <li>Regular employee engagement</li> </ul>   |
| Competitor<br> <p><b>Why we engage:</b><br/>Engaging with competitors in stakeholder management fosters industry collaboration, addresses common challenges, and promotes fair competition. It helps set industry standards, drive innovation, and improve market stability while ensuring compliance with regulations and ethical practices.</p> | <ul style="list-style-type: none"> <li>Fair competition terms</li> <li>Development of rules and regulations</li> <li>Association/ membership support</li> </ul>                                       | <p><b>Quarterly</b></p> <ul style="list-style-type: none"> <li>Announcement/ Disclosure</li> </ul> <p><b>Ad-hoc</b></p> <ul style="list-style-type: none"> <li>Social media</li> <li>Press release</li> </ul>  | <ul style="list-style-type: none"> <li>Analyze their strengths, weaknesses, and market strategies while enhancing our value through superior services, competitive pricing, and strategic positioning</li> <li>A balanced approach ensures competitiveness while upholding ethical and sustainable practices</li> </ul> |

Our stakeholders are integral partners in our journey toward sustainability. We extend our gratitude to all those who actively contribute to shaping our EEG initiatives, and we reaffirm our commitment to transparent, inclusive and meaningful engagement in years ahead.

## MATERIALITY ASSESSMENT

Materiality assessment plays a vital role in our sustainability strategy, enabling the Group to identify, assess and prioritise the material sustainability matters that are most relevant to the business operations and its stakeholders. By understanding the three pillars of ESG, we can develop and execute sustainability strategies and initiatives that align with our sustainability roadmap and produce outcome that meet our stakeholders' expectations. To ensure our approach, resources, and actions are focused in achieving our goals, we have undertaken extensive efforts to understand better the expectations of sustainability performance from internal and external stakeholders.

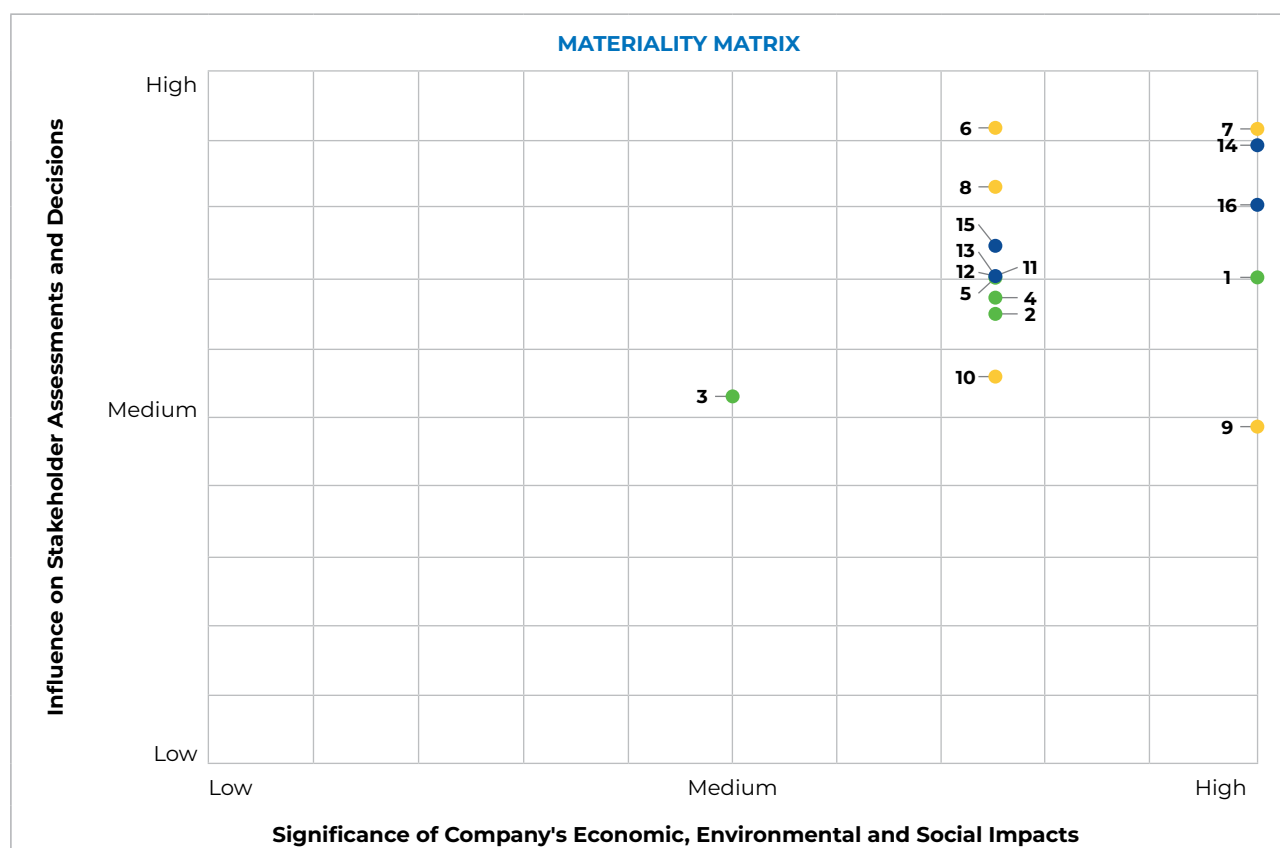
| Phase 1<br>Identification of sustainability matters  | Phase 2<br>Prioritisation of material sustainability matters   | Phase 3<br>Review and validation of process and outcome  |
|--|--|--|
| <ul style="list-style-type: none"> <li>Identify key internal and external stakeholders</li> <li>Understand key stakeholders' needs and expectations pertaining to sustainability-related impacts</li> <li>Derive preliminary list of sustainability matters</li> </ul> | <ul style="list-style-type: none"> <li>Apply materiality concept and understand stakeholder engagement in prioritisation</li> <li>Disclose prioritised material sustainability matters in a manner which illustrates the relative importance of each material sustainability matter</li> </ul> | <ul style="list-style-type: none"> <li>Present the materiality outcome and results to the Board of Directors for approval</li> </ul> |

## SUSTAINABILITY REPORT [CONT'D]

### MATERIALITY ASSESSMENT (CONT'D)

We conducted a materiality assessment to identify and prioritise material sustainability issues that align with our current business practices this year. The process involved engaging with various stakeholders to ensure that our approach reflects their expectations and industry best practices. This assessment allows us to focus on the most relevant Environmental, Social and Governance factors, strengthening our business strategy and sustainability initiatives. Moving forward, we will continue to refine our priorities and enhance our engagement with stakeholders to drive long-term value and operational excellence.

The materiality of sustainability matters to stakeholders and business operations are prioritised and presented in the Material Matrix below:



| Environmental                                | Social                                      | Governance                            |
|--|---|---------------------------------------|
| 1 Climate Change & Environmental Initiatives | 6 Employee Welfare & Well-Being             | 11 Ethical Conduct of Business        |
| 2 Energy Management                          | 7 Talent Development                        | 12 Data Security                      |
| 3 Water Management                           | 8 Health and Safety Initiatives             | 13 Quality Assurance                  |
| 4 Waste Management                           | 9 Community Contributions and Donations     | 14 Customer Relationship              |
| 5 Emission Management                        | 10 Diverse Employment and Equal Opportunity | 15 Sustainable Procurement Management |
|  |   | 16 Responsible Business Practice      |

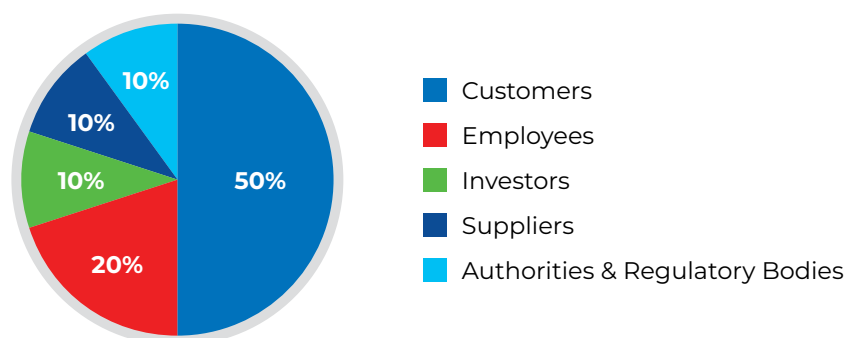
New materiality matters help the Group to focus on the most significant issues that impact the operations and stakeholders. By prioritising the relevant factors, the Group able to improve stakeholder trust, meeting the expectations of investors, customers, and regulators. Materiality assessments also support strategic decision-making, helping businesses allocate resources effectively and drive long-term growth. Furthermore, a strong focus on material issues boosts competitive advantage, enhancing brand reputation and market positioning. Overall, integrating materiality matters into business strategy ensures resilience, sustainability, and long-term success.

## SUSTAINABILITY REPORT [CONT'D]

### MATERIALITY ASSESSMENT (CONT'D)

The Group recognises the significance of involving stakeholders in our sustainability endeavours. By engaging stakeholders effectively, we foster a shared understanding of each other's goals and expectations regarding Group's business operation, while also nurturing robust relationships through consistent engagement activities. This approach allows the Group in comprehending the ramifications of its business activities on Environmental, Social and Governance, enabling us to enhance our business strategies for long-term value generation and adeptly address stakeholders' concerns and expectations.

The importance level of stakeholders to See Hup presented below:



The Group acknowledges the importance of sustainability matters and to ensure that all efforts are effectively implemented, we have aligned our sustainability initiatives with relevant United Nations Sustainable Development Goals (UNSDGs) as outlined below.

| Sustainability Matters                     | What We Do  | Corresponding UNSDGs                      |
|--|---|---|
| <b>ENVIRONMENTAL</b>                       |   |   |
| Climate Change & Environmental Initiatives | Minimise waste and recycle whenever possible  | 6 CLEAN WATER AND SANITATION              |
| Energy Management                          | Tree planting to enhance greenery and biodiversity  | 7 AFFORDABLE AND CLEAN ENERGY             |
| Water Management                           | Installation of solar panel   | 12 RESPONSIBLE CONSUMPTION AND PRODUCTION |
| Waste Management                           | Encourage employees to develop water-saving habits  | 13 CLIMATE ACTION                         |
| Emission Management                        |   | 15 LIFE ON LAND                           |
| <b>SOCIAL</b>                              |   |   |
| Fair Employment and Labor Practice         | Promote diversity, ensure equal opportunities and prevent all forms of workplace discrimination | 1 NO POVERTY                              |
| Talent Development                         | Support local communities through charity and CSR initiatives                                   | 2 ZERO HUNGER                             |
| Health & Safety                            | Provide training to enhance employees' knowledge and career growth                              | 3 GOOD HEALTH AND WELL-BEING              |
| Community Initiatives                      |   | 4 QUALITY EDUCATION                       |
| Diversity and Inclusion                    |   | 5 GENDER EQUALITY                         |
|  |   | 8 DECENT WORK AND ECONOMIC GROWTH         |
|  |   | 10 REDUCED INEQUALITIES                   |
| <b>GOVERNANCE</b>                          |   |   |
| Anti-Corruption                            | Ensure compliance and good governance through company policies                                  | 8 DECENT WORK AND ECONOMIC GROWTH         |
| Data Security                              | Safeguard confidential business partners' data  | 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE |
| Quality Assurance                          | Build strong customer relationships through quality service                                     | 12 RESPONSIBLE CONSUMPTION AND PRODUCTION |
| Customer Relationship Management           |   | 16 PEACE, JUSTICE AND STRONG INSTITUTIONS |
| Procurement Management                     |   | 17 PARTNERSHIPS FOR THE GOALS             |
| Responsible Business Practice              |   |   |

# SUSTAINABILITY REPORT [CONT'D]

## SUMMARY OF FY2025 PERFORMANCE AND SUSTANABILITY GOALS

At See Hup, sustainability goes beyond the confines of our business activities. We are committed to nurturing a culture of continuous improvement, by setting new targets each year to bolster our sustainability strategies. Our goal is to enhance performance and deliver significant ESG outcomes that create value for all of our stakeholders.

| Sustainability Pillar | Current Year Targets   | Progress for 2025   | Targets for 2026   |
|-----------------------|--|---|--|
| Environmental         | To monitor emissions for business travel and employee commuting  | The HR department has monitored emissions from business travel and employee commuting to track this indirect carbon footprint and identify opportunities for reduction. | Continue monitoring while identifying opportunities for reduction.   |
|                       | To monitor waste diverted from disposal and directed to disposal | The Operation Team is actively monitored using structured methods by categorising waste types, quantities and disposal methods  |  |
|                       | To place recycling bins at every site                            | Recycling bins have been strategically placed at all sites to encourage awareness and promote sustainable waste management practices                                    |  |
| Social                | To ensure members of SWG attend sustainability training annually | Attended the required sustainability training to ensure compliance  | At least 90% satisfaction rating regarding training quality to ensure compliance and practical application   |
| Governance            | To conduct meeting with SWG at least bi-annually                 | SWG meetings have been conducted as planned, focusing on sustainability direction, strategies, and key initiatives  | Maintain good corporate governance practice, for example, maintain zero incident of corruption, zero political contribution and zero security breaches |
|                       | To establish Human Right Policy                                  | Successfully established and in place to provide clear guidelines to uphold human right standards   |  |
|                       | To conduct a survey of materiality matrix once every two years   | Survey has been conducted with newly added materiality matters  |  |





# SUSTAINABILITY REPORT [CONT'D]

## ENVIRONMENTAL

Environmental is a core value at See Hup, and we recognise the importance of addressing environmental challenges in today's global context. It is essential to understand how our environmental initiatives impact our operations, stakeholders and overall business sustainability. As such, we are dedicated to concentrating our endeavor on efficient fleet management and resource conservation strategies to sustain operational and economic viability over the long haul.

Our commitment to environmental responsibility extends across all aspects of our operations. We acknowledge the inherent link between environmental stewardship and long-term business success, however, achieving this goal necessitates ongoing enhancements.

### ENERGY AND CLIMATE MANAGEMENT

We understand the importance of preserving our natural environment and are mindful of the global concerns surrounding climate change due to the rising levels of energy consumption and greenhouse gas emissions. It is the responsibility of each individual in our Group to use energy responsibly.

Consequently, we have implemented conservation initiatives for every individual in our Group such as turning off air-conditioning units, lights, and other fixtures when not in use, gradually transitioning to energy-efficient LED lighting, and purchasing and replacing office equipment with energy-saving features. We believe that these seemingly small actions in our operations, although they may not seem significant, can contribute significantly to reducing our carbon footprint and combating climate change.

We have implemented several energy efficiency measures to monitor and reduce our carbon footprint.

#### 1. Total Energy Consumption

| Description                   | FY2023    | FY2024    | FY2025    |
|-------------------------------|-----------|-----------|-----------|
| Electricity consumption (KWh) | 446,629   | 457,898   | 459,790   |
| Petrol consumption (litre)    | 80,616    | 60,101    | 66,206    |
| Diesel consumption (litre)    | 4,696,782 | 4,847,783 | 4,842,157 |

Note:

- Consumption of electricity is measured based on the quantities consumed according to electricity bill.
- Consumption of petrol is measured based on petrol used.
- Consumption of electricity, petrol and diesel has been revised to include only our Group's core activities in transportation and logistics. This restatement is necessary to ensure consistency in our reporting.

#### 2. Emissions

We are dedicated to minimising our environmental footprint, specifically focusing on mitigating emissions as climate change poses an increasing threat to the planet's living conditions and overall health, despite our industry contributes approximately 8% of global greenhouse gas emissions. (Source: *Massachusetts Institute of Technology Supply Chain Initiatives*)

We have proactively taken steps to enhance our environmental performance by reducing pollutants and hazards resulting from our operations, thereby moving towards a more sustainable environment. A key aspect of our strategy involves maintaining and regularly servicing our vehicles, machinery, and equipment under the expertise of our fleet management team. This includes monitoring fleet performance and tracking real-time mileage using GPS devices installed in all our commercial vehicles. Through daily reports generated by this system, our fleet monitoring teams can identify fluctuating patterns and inefficiencies, leading to the prevention and reduction of excessive fuel consumption and emissions.

# SUSTAINABILITY REPORT [CONT'D]

## ENVIRONMENTAL (CONT'D)

### 2. Emissions (Cont'd)

We consistently ensure that our vehicles are functioning at peak performance levels. Additionally, our repair and maintenance service providers are strategically located in Penang, Kedah, Selangor, and Johor, aligning with our transportation routes. This strategic arrangement has led to a reduction in the number of trips and distances traveled, resulting in quicker relocation times and reduced costs for repairing vehicles. Furthermore, each operational division of See Hup has conducted biannual inspections with PUSPAKOM for all vehicles as per our maintenance schedule.

We commenced the compilation of GHG emissions data, categorised as Scope 1 and Scope 2, to monitor our carbon footprint which could lead to environmental impacts, and this process also helps us to pinpoint areas where we can make improvements. Furthermore, we are committed to enhancing transparency in our reporting and will begin disclosing our Scope 3 GHG emissions within this reporting year. Our focus in initial phase will be on identifying emissions for business travel and employee commuting. This marks an important step in advancing our sustainability journey and building long-term environmental resilience.

| Description  | FY2023    | FY2024    | FY2025    |
|--|-----------|-----------|-----------|
| Scope 1 (tCO <sub>2</sub> e)   |           |           |           |
| - Petrol   | 191.57    | 142.82    | 157.32    |
| - Diesel   | 13,071.75 | 13,492.01 | 13,476.35 |
| Scope 2 (tCO <sub>2</sub> e)   | 261.28    | 267.87    | 268.98    |
| Scope 3 (tCO <sub>2</sub> e)   |           |           |           |
| - Employee commuting   | N/A       | N/A       | 734.08    |
| - Business travel  | N/A       | N/A       | 21.14     |
| Total (tCO <sub>2</sub> e)   | 13,524.60 | 13,902.70 | 14,657.87 |
| Carbon emission intensity (total carbon emission over revenue in RM'000) | 0.11      | 0.11      | 0.12      |

Note:

- Scope 1** – Emissions come from consumption of petrol and diesel for vehicle, calculated based on the reported fuel quantities.
- Scope 2** – Emissions come from the consumption of electricity, calculated based on the energy quantities.
- Scope 3** – Emissions come from employee commuting and business travel.
- The GHG emissions for Scope 1 and Scope 3 are determined using emissions factor obtained from IPCC Fifth Assessment Report, while the default emissions factors were based on IPCC Guidelines for National Greenhouse Gas Inventories (2006).
- The GHG emission for Scope 2 is determined using the emission factor obtained from 2017 Clean Development Mechanism ("CDM") Electricity Baseline for Malaysia.
- We have not collected data for Scope 3 emissions for the past 2 years. Moving forward, we are taking steps to initiate the collection of this data starting from this year onwards, in alignment with our sustainability objectives.

# SUSTAINABILITY REPORT [CONT'D]

## ENVIRONMENTAL (CONT'D)

### 2. Emissions (Cont'd)

#### EFFICIENT ROUTING AND OPTIMISATION

We employ efficient routing strategies as part of the efforts to reduce carbon footprint. By optimising routes, we able to minimise unnecessary mileage, fuel consumption and lowers emissions from its fleet of vehicles. This approach not only benefits the environment by decreasing greenhouse gas emissions but also enhances operational efficiency and reduces costs. Efficient routing ensures that deliveries are made in a timely manner while taking the most environmentally friendly paths possible, contributing to the company's commitment to sustainability and responsible environmental stewardship.

Investing in new vehicles is a strategic decision that not only enhances operational efficiency but also leads to long-term cost savings and environmental benefits. New vehicles typically come with advanced technologies that improve fuel efficiency, reducing overall fuel consumption and operating costs. Moreover, these vehicles are less prone to breakdowns and require fewer repairs, which significantly lowers maintenance expenses over time. From an environmental perspective, newer models often meet higher emissions standards, which contributes to a reduction in the carbon footprint. By transitioning to a fleet of modern, more efficient vehicles, companies can improve both their bottom line and sustainability efforts, ensuring smoother operations and a smaller environmental impact.

| FY2023      | FY2024      | FY2025      |
|-------------|-------------|-------------|
| 34 vehicles | 32 vehicles | 27 vehicles |

During the year, the Group intentionally scaled back on the acquisition of new trucks as part of a disciplined capital management strategy. This decision reflects our commitment to balancing operational requirements with long-term financial sustainability. By exercising prudence in capital expenditure, we prioritized the efficient utilization of our existing fleet while closely monitoring market conditions and vehicle replacement cycles.

The Group is also exploring cleaner vehicle technologies for future procurement, ensuring that any future fleet expansion is aligned with our carbon reduction targets and overall environmental objectives.

#### ENERGY REGENERATION THROUGH SOLAR PANEL

Given the nature of our operations, a tangible influence See Hup can have in reducing energy consumption is through energy saving adaptations at our offices and solar panels installations. See Hup has taken a step further in reducing our reliance on non-renewable sources of energy by installing solar panels on the rooftops of headquarters office building in FY2022. This session outlines the process of energy regeneration through solar panels and examine its positive impact on the environment.

| Description                               | FY2023 | FY2024 | FY2025 |
|---|--------|--------|--------|
| Solar installed capacity (kWp)            | 43     | 43     | 43     |
| Total electricity generated (MWh)         | 58     | 59     | 59     |
| Monthly average electricity savings (MWh) | 4.83   | 4.94   | 4.94   |
| Monthly average cost savings (RM)         | 2,446  | 2,512  | 2,515  |
| Co2 avoidance (t)                         | 27.43  | 28.13  | 28.16  |

The use of solar panels significantly reduces our reliance on fossil fuels for electricity generation, leading to a substantial decrease in greenhouse gas emissions, particularly carbon dioxide. Energy regeneration through solar panels not only benefits our company by reducing operational costs and promoting energy independence but also contributes significantly to environmental sustainability and supports our ESG objectives. We will continue our effort in energy regeneration, aiming to maximise reduction in greenhouse gas emissions.

# SUSTAINABILITY REPORT [CONT'D]

## ENVIRONMENTAL (CONT'D)

### 3. Water Management

All of our operations utilised water supplied by developed water distribution infrastructure. Our operations are situated in location where water scarcity is not a concern, and we adhere to strict measures to prevent water pollution. See Hup proactively manages to reduce our corporate water footprint by promoting water-saving practices among employees to minimise water consumption. We regularly monitor water usage to maintain control over consumption level. Additionally, See Hup maintains the integrity of our corporate office's piping systems and water outlets to guarantee high water quality for employee's daily use and to minimise leaks and wastage.

The volume of water used is tabulated below:

| Description  | FY2023 | FY2024 | FY2025 |
|--|--------|--------|--------|
| Water consumption (m <sup>3</sup> )                        | 15,385 | 17,756 | 11,362 |
| Water intensity (water consumption over revenue in RM'000) | 0.12   | 0.14   | 0.10   |

Note: Consumption of water is measured based on quantities consumed according to the water bill.

In FY2025, our total water consumption decreased compared to the previous year. This improvement is mainly due to the resolution of a major pipe leakage and the completion of construction activities that had temporarily increased water usage in FY2024. Additionally, we have strengthened our internal efforts to promote water conservation by raising employee awareness through periodic reminders and signage. These initiatives have contributed to more responsible water usage across our operations. We remain committed to continuously improving our water efficiency and promoting sustainable practices throughout the organisation.

### 4. Waste Management

Effective waste management practices to minimise our environmental impact and promote sustainability. Proper waste management encompasses waste reduction, recycling efforts, responsible disposal methods and continuous improvement in waste handling practices. As part of our efforts, we embrace the 3Rs (Reduce, Reuse and Recycle) approach in our operations.

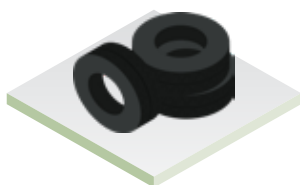
This year, we have initiated the collection of data on waste that is directed to and diverted from disposal. By starting to gather this data, we aim to evaluate the effectiveness of our waste management practices, identify areas for improvement, and set clear targets for waste reduction and diversion. This initiative is an important step in our commitment to sustainability, as it enables us to measure our progress in reducing our environmental impact and optimizing resource use.

| Description                | FY2023 | FY2024 | FY2025 |
|----------------------------|--------|--------|--------|
| Diverted from disposal (t) | N/A    | N/A    | 57.91  |
| Directed to disposal (t)   | N/A    | N/A    | 17.01  |
| Total                      | N/A    | N/A    | 74.92  |

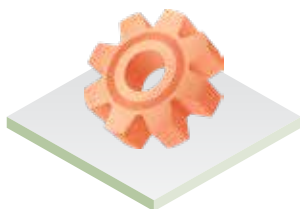
## SUSTAINABILITY REPORT [CONT'D]

### ENVIRONMENTAL (CONT'D)

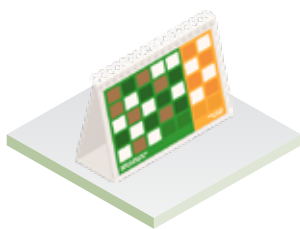
#### 4. Waste Management (Cont'd)



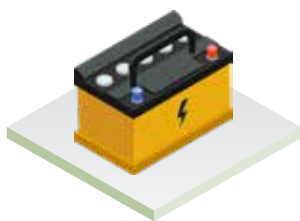
Used tyres are disposed of through authorised vendors in compliance with regulatory requirements. Where feasible, tyres deemed suitable for retreading are sent for retreading to help minimise operational costs and reduce waste. However, safety remains our top priority, and all decisions regarding tyre use or reuse are made with strict adherence to safety standards to ensure the well-being of our drivers and road users.



Spare parts that have resale or recycling value are sold to authorised vendors in compliance with applicable regulations. For those spare parts that are no longer usable or lack market demand, we engage authorised vendors to manage their proper disposal in an environmentally responsible manner.



Scheduled waste from our operations is managed in accordance with Department of Environment (DOE) Malaysia regulations. We use codes SW409, SW410, and SW311 to categorize waste types. All waste is tracked via the Electronic Scheduled Waste Information System (eSWIS), ensuring traceability, compliance, and proper handling by licensed contractors. Our environmental efforts include strict segregation, secure storage, and timely disposal aligned with legal and sustainability standards.



Used batteries from our operations are considered resalable and are returned to our authorised battery vendor. The resale value is utilised to offset the cost of new battery purchases, thereby promoting circular resource use and reducing waste disposal.



## SUSTAINABILITY REPORT [CONT'D]

### SOCIAL

At See Hup, we are committed to the idea that the success of our business is deeply intertwined with the well-being of our people and the communities we serve. Aligned with our dedication to sustainability, we strive to cultivate a supportive workplace culture while making meaningful contributions to society.

Our social responsibilities approach is mould with several pillars which include diversity, equity and inclusion, fair employment and labour practices, talent development, occupational health and safety and community initiatives.

|  |  |  |
|--|--|--|
| <b>Open-Ended Employment</b> <p>We provide great job security for employees as long as they meet the performance and conduct standards set by employer. Our employment terms are voluntary and employees have the freedom to resign at any time or end their employment with reasonable notice according to the terms specified in their contract.</p>   | <b>Age-Appropriate Workforce</b> <p>We do not condone child labor and it is our practice to recruit employees who are 18 years of age or older. We require reliable proof of age during hiring process and employees' personal data will be kept.</p>  | <b>Healthy Work-Life Balance</b> <p>We advocate healthy work-life balance with effectively managing time and energy between professional responsibilities and personal well-being. However, in situations where urgent matter arise that require immediate attention, adjustments need to be made to maintain productivity without compromising overall balance.</p> |
| <b>Wages and Benefits</b> <p>We emphasise our commitment to fair wages and comprehensive benefits. Our remuneration policies are designed to ensure that all employees receive equitable compensation for their contributions. Additionally, we offer a range of benefits such as medical claim, compassionate, exam, marriage and replacement leaves and other legally mandated benefits.</p> | <b>Non-discrimination</b> <p>Non-discrimination is a fundamental principle that guides our operations and interactions within See Hup. We believe in treating all individuals with dignity and respect, regardless of their race, ethnicity, gender, religion, age or disability. We respect every religious practice of employees and understand the importance of each individual's faith and take additional measures, enabling employees to fulfill their religious obligations.</p> | <b>Internship Program</b> <p>We provide internship opportunities to college/ polytechnic/ university students. This is our initiative to provide valuable work experience to young talents but also investing in the development of future professionals which not only benefits our Group but also to reduce youth unemployment.</p>                                |
| <b>Data Privacy</b> <p>We have strict confidentiality policies in place that outlines handling, access and disclosure of employees' personal data and salary related information, ensuring integrity throughout the process.</p>   | <b>Safe and Secure Workplace</b> <p>We are committed to ensuring a safe and efficient work environment by reducing occurrence of occupational injuries and illnesses through occupational safety measure and emergency preparedness.</p>   | <b>Dual-Display Configuration</b> <p>We provide dual-screen working environment to our corporate staffs as to enhance productivity efficiency and overall work experience. With two screens, individuals can work on multiple tasks simultaneously.</p>  |



# SUSTAINABILITY REPORT [CONT'D]

## SOCIAL (CONT'D)

### Diversity, Equity and Inclusions

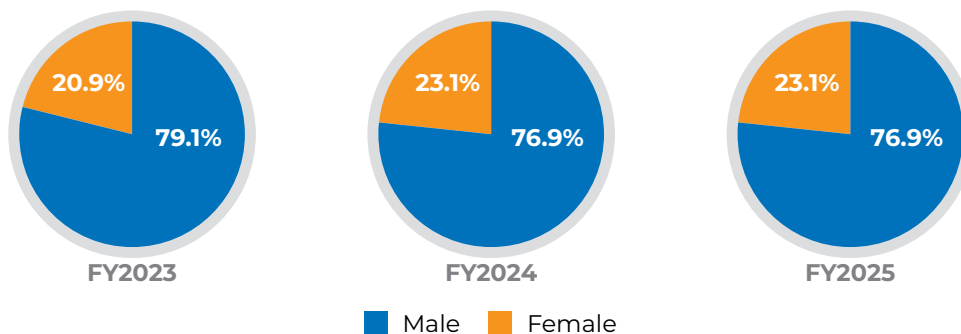
Over the years, we have actively promote diversity, equity and inclusion (“DEI”) in our workplace as we believe that it allows employees to realize their full potential. A diverse workforce brings a wide range of skills, perspectives, and experiences, which contributes to greater productivity and innovation at See Hup. By respecting and valuing individual differences, we foster a collaborative, thriving work environment rooted in fairness and inclusivity.

Our dedication to DEI can be seen in our recruitment efforts, where we ensure the job opportunities are accessible to candidates from diverse backgrounds, regardless of gender, race, religion, age, or other demographic distinctions. We also uphold a culture of inclusivity, where every employee feels valued, respected and empowered to contribute to the organization. With strategic initiatives, such as rigorous recruitment, training and promotion policies that promotes fairness and non-discrimination, the Group strives in creating a work environment where diverse perspective is not only heard but genuinely valued.

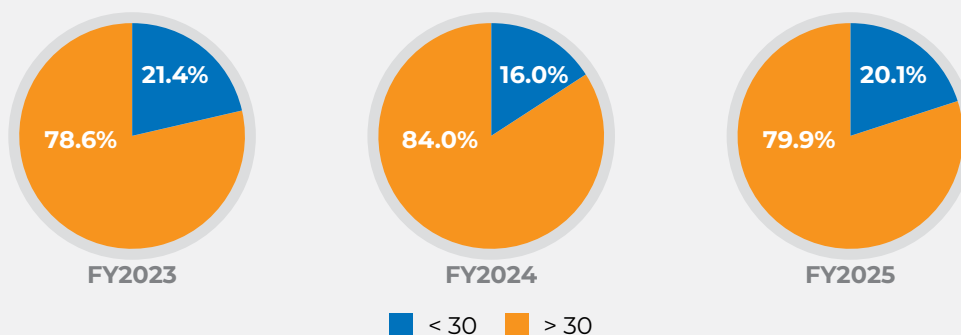
#### 1. Employment

Below are the employees’ statistics for See Hup:

##### Workforce By Gender



##### Workforce By Age

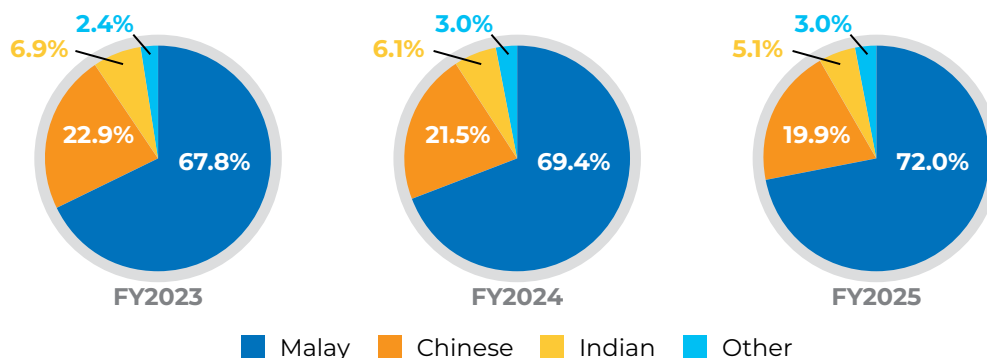


# SUSTAINABILITY REPORT [CONT'D]

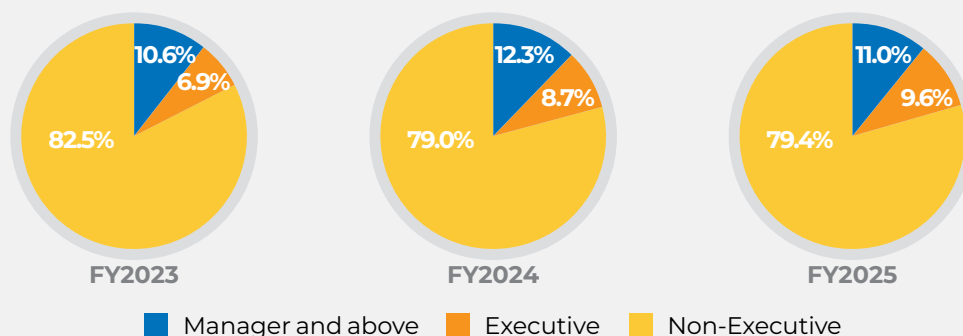
## SOCIAL (CONT'D)

### 1. Employment (Cont'd)

Workforce By Ethnicity



Workforce By Employee Category



For FY2025, the Group recorded a total headcount of 428 employees, comprising 329 male and 99 female employees. It is important to note that the composition of our workforce is predominantly male, which reflects the nature of our core business activities in transport, logistics, and warehousing. However, the Group recognizes the importance of gender diversity and remains committed to fostering a more balanced workforce composition by embracing diversity and inclusivity wherever possible. As at 31 March 2025, there is a slight decrease in number of employees from the previous financial year's figure.

# SUSTAINABILITY REPORT [CONT'D]

## SOCIAL (CONT'D)

### 1. Employment (Cont'd)

|   | FY2023 |       | FY2024 |        | FY2025 |       |
|---|--------|-------|--------|--------|--------|-------|
|   | Number | %     | Number | %      | Number | %     |
| <b>Employee Statistics By Gender</b>    |        |       |        |        |        |       |
| Male                                    | 322    | 79.1% | 337    | 76.9%  | 329    | 76.9% |
| Female                                  | 85     | 20.9% | 101    | 23.1%  | 99     | 23.1% |
| <b>Employee Statistics By Age Group</b> |        |       |        |        |        |       |
| ≤30                                     | 87     | 21.4% | 70     | 16.0%  | 86     | 20.1% |
| >30                                     | 320    | 78.6% | 368    | 84.0%  | 342    | 79.9% |
| <b>Employee Statistics By Ethnicity</b> |        |       |        |        |        |       |
| Malay                                   | 276    | 67.8% | 304    | 69.4%  | 308    | 72.0% |
| Chinese                                 | 93     | 22.9% | 94     | 21.5%  | 85     | 19.9% |
| Indian                                  | 28     | 6.9%  | 27     | 6.1%   | 22     | 5.1%  |
| Other                                   | 10     | 2.4%  | 13     | 3.0%   | 13     | 3.0%  |
| <b>By Employee Category</b>             |        |       |        |        |        |       |
| Manager and above                       | 43     | 10.6% | 54     | 12.3%  | 47     | 11.0% |
| Executive                               | 28     | 6.9%  | 38     | 8.7%   | 41     | 9.6%  |
| Non-Executive                           | 336    | 82.6% | 346    | 79.0%  | 340    | 79.4% |
| <b>Gender by Employee Category</b>      |        |       |        |        |        |       |
| Manager and above - Male                | 29     | 67.4% | 38     | 70.4%  | 34     | 72.3% |
| Manager and above - Female              | 14     | 32.6% | 16     | 29.6%  | 13     | 27.7% |
| Executive - Male                        | 15     | 53.6% | 17     | 44.7%  | 20     | 48.8% |
| Executive - Female                      | 13     | 46.4% | 21     | 55.3%  | 21     | 51.2% |
| Non-Executive - Male                    | 278    | 82.7% | 282    | 81.5%  | 275    | 80.9% |
| Non-Executive - Female                  | 58     | 17.3% | 64     | 18.5%  | 65     | 19.1% |
| <b>Age by Employee Category</b>         |        |       |        |        |        |       |
| Manager and above - ≤30                 | 5      | 9.1%  | -      | 0.0%   | 1      | 2.1%  |
| Manager and above - >30                 | 50     | 90.9% | 54     | 100.0% | 46     | 97.9% |
| Executive - ≤30                         | 10     | 25.0% | 5      | 13.2%  | 5      | 12.2% |
| Executive - >30                         | 30     | 75.0% | 33     | 86.8%  | 36     | 87.8% |
| Non-Executive - ≤30                     | 75     | 23.8% | 63     | 18.2%  | 80     | 23.5% |
| Non-Executive - >30                     | 240    | 76.2% | 283    | 81.8%  | 260    | 76.5% |

# SUSTAINABILITY REPORT [CONT'D]

## SOCIAL (CONT'D)

### 1. Employment (Cont'd)

Our demographic analysis for FY2025 includes the total of twenty-six (26) Directors in the Group, as outlined below:

|   | FY2023 |       | FY2024 |       | FY2025 |       |
|---|--------|-------|--------|-------|--------|-------|
|   | Number | %     | Number | %     | Number | %     |
| <b>Director Statistics By Gender</b>    |        |       |        |       |        |       |
| Male                                    | 23     | 76.7% | 20     | 74.1% | 19     | 73.1% |
| Female                                  | 7      | 23.3% | 7      | 25.9% | 7      | 26.9% |
| <b>Director Statistics By Age Group</b> |        |       |        |       |        |       |
| <50                                     | 12     | 40.0% | 9      | 34.6% | 7      | 26.9% |
| 50-60                                   | 11     | 36.7% | 10     | 38.5% | 11     | 42.3% |
| >60                                     | 7      | 23.3% | 8      | 30.8% | 8      | 30.8% |

| <b>Talent Management</b>       | <b>FY2023</b> | <b>FY2024</b> | <b>FY2025</b> |
|--------------------------------|---------------|---------------|---------------|
| Internal Promotions            | 13            | 19            | 9             |
| Contractors or temporary staff | -             | -             | -             |

At See Hup, we believe in providing equal opportunities for every employee to succeed. Through fair and merit-based employment practices, we support internal promotions as part of our commitment to employee development, engagement, and retention.

The number of turnovers by employee category is illustrated below:

|  | <b>FY2023</b> | <b>FY2024</b> | <b>FY2025</b> |
|--|---------------|---------------|---------------|
| Manager and above                        | 13            | 9             | 5             |
| Executive                                | 17            | 26            | 12            |
| Non-Executive                            | 204           | 234           | 164           |
| <b>Total Number of Employee Turnover</b> | <b>234</b>    | <b>269</b>    | <b>181</b>    |

In FY2025, there is decline in employee's turnover in all categories reflecting a significant positive development in both organisational health and employee satisfaction. Moving forward, we will continue to strengthen our talent retention strategies through enhanced training programmes and leadership development initiatives to ensure our people feel valued, motivated, and empowered to grow with the company.

# SUSTAINABILITY REPORT [CONT'D]

## SOCIAL (CONT'D)

### 2. Talent Development

We empower our employees to thrive through inclusive range of initiatives designed to develop their skills, promote professional development, and strengthen their strong sense of community within the organization. These efforts focus on continuous learning, skills enhancement and career advancement, ensuring our workplace to thrive in a constantly evolving environment.

In FY2025, the Group training data is as follows:

|   | FY2023 | FY2024 | FY2025 |
|---|--------|--------|--------|
| Total training hours                              | 1,900  | 3,076  | 2,500  |
| Number of employees who participated the training | 205    | 264    | 235    |
| Number of training courses                        | 30     | 47     | 49     |
|   |        |        |        |
| <b>Training Hours by Employee Category</b>        |        |        |        |
| Training hours – Manager and above                | 616    | 548    | 688    |
| Training hours – Executive                        | 884    | 444    | 368    |
| Training hours – Non-Executive                    | 400    | 2,084  | 1,444  |

Our employees spent fewer hours in training compared to last year. This happened because we changed the way we deliver training and focused more on making each session useful instead of just longer. This year, we used shorter training sessions, which saved time but still helped people learn what they needed. We also made training more focused on what each person actually needs for their job, instead of giving the same training to everyone.

In addition, we are committed to staying up to date with evolving Environmental, Social and Governance (ESG) practices by participating in ESG-related training sessions at least once a year. These sessions play a vital role in equipping our team with the knowledge needed to navigate the rapidly changing ESG landscape, including emerging regulations, stakeholder expectations, and global sustainability trends.

|   | FY2023 | FY2024 | FY2025 |
|---|--------|--------|--------|
| Total training hours of ESG-related courses | 16     | 48     | 32     |

## TODAY'S TALENT, TOMORROW'S LEADERSHIP



**Meaningful collaboration:** Managing Director Lee Chor Min of See Hup Group and his management team, together with President of UTAR IR, Prof. Dato' Dr. Ewe Hong Tat and the delegation, at See Hup head office during the MoU signing ceremony.

Committed to nurturing future talent, See Hup signed a Memorandum of Understanding (MoU) with Universiti Tunku Abdul Rahman (UTAR) to support student development and industry collaboration. Under this partnership, we prioritize UTAR students for internship opportunities within our Group, providing them with valuable hands-on experience in a real-world environment.

Additionally, we recognize academic excellence by awarding prizes to top-performing students as part of our commitment to encouraging and rewarding high achievers.

# SUSTAINABILITY REPORT [CONT'D]

## SOCIAL (CONT'D)

### 3. Employee Welfare and Well-Being

In our comprehensive report, we are pleased to confirm that no violation of human right issues has been identified within our operations or supply chain. Our commitment to respecting and promoting human rights is ingrained in our corporate culture and values.

|  | FY2023 | FY2024 | FY2025 |
|--|--------|--------|--------|
| Number of substantiated complaints concerning human right violations | -      | -      | -      |

Apart from creating a diverse and inclusive workforce, we also believe that maintaining employee engagement and satisfaction are essential in fostering a vibrant and conducive working environment. In effort of fostering a workplace culture that prioritize the employee well-being, ensuring that individuals feel valued, supported, and empowered to thrive both personally and professionally, See Hup comes out with initiatives such as fitness challenges and wellness workshops, team-building activities and diverse cultural festivals.

#### Fitness Challenges & Wellness Workshop

Prioritising employees' health, both physical and mental- not only enhances productivity and engagement but also helps to produce a more resilient and motivated workforce. During FY2025, See Hup has organized a variety of initiatives aimed at promoting employee health and well-being.



**Fitness and health:** Sim Chun Hean, President of WNBF, sharing wellness strategies and demonstrating basic exercise to promote employee's health and vitality.

'Let's Talk Fitness & Health' is a wellness initiative by See Hup designed to promote healthy living among employees through engaging conversations, expert-led sessions, and interactive activities. The program focuses on raising awareness around physical fitness, nutrition, and mental well-being, providing practical tips and resources to support healthier lifestyle choices.

Following the talk, we took our wellness efforts to the next level by launching the 'Fitness Movement' —a friendly competition where the employee who loses the most weight wins a prize. This initiative not only encouraged healthy lifestyle changes but also fostered team spirit, motivation, and a supportive environment for personal well-being.



**Shedding pounds, gaining glory:** Top achievers of the Group celebrate their remarkable weight loss transformation.



## SUSTAINABILITY REPORT [CONT'D]

### SOCIAL (CONT'D)

#### 3. Employee Welfare and Well-Being (Cont'd)

##### Fitness Challenges & Wellness Workshop (Cont'd)



**Employee Health Programme:** Certified laboratory professionals conducting health screenings for employees at our See Hup head office.

As part of our commitment to employee health being, we continuously invest in the health and wellbeing of our employees. During the year, the Group participated in the **PERKESO Program Saringan Kesihatan 3.0 (PSK 3.0)**, a nationwide initiative aimed at early detection of non-communicable diseases among workers. By offering this screening program to our employees, we supported proactive health monitoring and promoted a culture of wellness in the workplace. This initiative enhances employees' productivity and retention.

##### Team Building Activities



**Team Building:** Employees engaged in tree planting and team-building activities during a corporate retreat in Genting.

As part of our commitment to employee engagement, we organised a two-day team-building retreat to Genting Highlands in 2024. The programme offered employees a chance to unwind, build stronger connections, and enhance collaboration. Through a variety of nature-based and team-oriented activities, the event reinforced core values such as teamwork, strategic thinking, perseverance, integrity, empathy, and personal growth. The experience encouraged a renewed sense of motivation and alignment with our collective goals.



## SUSTAINABILITY REPORT [CONT'D]

### SOCIAL (CONT'D)

#### 3. Employee Welfare and Well-Being (Cont'd)

##### Team Building Activities (cont'd)

Beyond promoting employee engagement, we also demonstrated our commitment to environmental sustainability by planting 300 trees. This initiative not only helped offset our carbon footprint but also raised awareness among employees about the importance of preserving nature. By actively contributing to reforestation efforts, we reinforced our role in supporting a greener, more sustainable future.



In addition to fostering greater employee engagement, the initiative also served as a tangible demonstration of our broader commitment to environmental sustainability. As part of the programme, a total of 300 trees were planted, representing a proactive measure to mitigate our organisational carbon footprint. This tree-planting effort not only contributed directly to reforestation but also played an educational role by cultivating environmental awareness among employees. Through their participation, employees gained a deeper appreciation for the ecological value of trees and the importance of preserving natural ecosystems. By integrating sustainability into our corporate culture and operations, we reaffirmed our dedication to advancing a greener future—one in which our organisation plays an active role in promoting long-term environmental stewardship and resilience.

**Plaque of appreciation:** Planted 300 trees in Genting Highlands as part of a sustainability initiative to protect endangered wildlife and promote biodiversity awareness.

##### Diverse Cultural Festivals



**A joyous celebration shared by all:** Corporate staff and management come together in festive unity to celebrate Chinese New Year on the 6th day of Chinese New Year.

##### Chinese New Years

In celebration of Chinese New Years, we engage activities and initiative that promote culture awareness, unity and mutual respect among our team members. We embraced the festive spirit by distributing ang pao to employees as a gesture of appreciation and goodwill.

## SUSTAINABILITY REPORT [CONT'D]

### SOCIAL (CONT'D)

#### 3. Employee Welfare and Well-Being (Cont'd)

##### Team Building Activities (cont'd)



**See Hup Chinese New Year Reunion Dinner:** All staff were warmly invited to join the festive celebration, gathering for a traditional reunion dinner in the spirit of togetherness and cultural appreciation.



**New Year, New Aspirations:** Management and employees come together to mark the first day of work after Chinese New Year, celebrating with festive traditions and renewed energy for the year ahead.



**Christmas Day:** This year, we celebrated the festive season with a refreshing twist by hosting a 'Christmas with an Aloha' themed event. The tropical-inspired celebration brought vibrant energy to the workplace, allowing employees to unwind, enjoy island-themed activities, and strengthen team connections in a relaxed, joyful setting.



## SUSTAINABILITY REPORT [CONT'D]

### SOCIAL (CONT'D)

#### 3. Employee Welfare and Well-Being (Cont'd)

##### Team Building Activities (Cont'd)



**Halloween:** To bring out the spookiness of Halloween, we organised a costume contest that showcased our employees' creativity and playful spirit.

##### Recreational Activities



**The Bowling Tournament:** It was highly engaging and competitive event. Teams were competed in exciting matches, demonstrating teamwork and sportsmanship.



**A pickleball:** The session was introduced, a fun and fast-growing sport that combines elements of tennis, badminton, and ping-pong. It encouraged friendly competition, physical activity, and team bonding in a relaxed and enjoyable setting.

# SUSTAINABILITY REPORT [CONT'D]

## SOCIAL (CONT'D)

### 4. Health and Safety Initiative

A safe and healthy working environment is essential for employee well-being. It has become our utmost priority and we believe that having a safe and healthy environment can boost morale, productivity and efficiency of our workforce.

#### Emergency Response Team

The Emergency Response Team (ERT) is a group of trained employees within our organization who are equipped to respond to emergencies such as fires, medical incidents, and natural disasters, with the goal of protecting both people and property. At our Group, we encourage all employees to take part in the ERT and offer various training programs to ensure safety risks are effectively managed and mitigated.

We conducted regular fire drills and emergency training with Jabatan Bomba dan Penyelamat Perai to enhance employee preparedness and safety awareness. The sessions included practical demos, theory sharing, and interactive exercises to reduce incidents and promote a safer workplace.



**Fire Drill:** Corporate staff participating in a fire drill exercise, reinforcing emergency preparedness and workplace safety awareness.

#### Drivers' Safety

Drivers' safety is a top priority for our organization, as they play a crucial role in our operations and the efficiency of our supply chain. Through defensive driving practices and ongoing training, we demonstrate our unwavering commitment to safety excellence. Related trainings have been provided to prevent accidents, vehicle downtime, improve efficiency of logistics operation and on time deliveries.

The data reflecting our contributions to health and safety standards is presented as below:

|  | FY2023 | FY2024 | FY2025 |
|--|--------|--------|--------|
| Number of employees trained on health and safety standards | 120    | 129    | 229    |
| Number of training hours on health and safety standards    | 40     | 114    | 208    |
| Total training hours on health and safety standards        | 960    | 1,346  | 1,464  |

# SUSTAINABILITY REPORT [CONT'D]

## SOCIAL (CONT'D)

### 4. Health and Safety Initiative (Cont'd)

#### Drivers' Safety (Cont'd)

The number of work-related fatalities and lost time incident rate are presented below:

|                                   | FY2023 | FY2024 | FY2025 |
|-----------------------------------|--------|--------|--------|
| Number of work-related fatalities | -      | -      | -      |
| Lost time incident rate           | 11.28  | 8.36   | 9.63   |

Our lost time incident rate has increased from 8.36 to 9.63 due to variable nature of logistics and some incidents occurred under unforeseen despite existing safety controls. In response, we took immediate action by conducting thorough investigations to understand root cause and enhanced training for drivers and handling teams with a focus on situational awareness and real-time risk response. Besides, we also continued to encourage a culture of transparent reporting and open communication, which helps us respond faster to potential risks and take preventive action before incidents occur.

In addition, the protection of our employees and stakeholders is supported with the enforcement of the following practices:

|   |   |
|---|---|
| Health and Safety Trainings for Drivers                 | In line with the Agensi Pengangkutan Awam Darat ("APAD") guidelines, all See Hup drivers are required to undergo a yearly training to reinforce on-the-job competency and awareness.  |
| Safety Equipment  | To safeguard our employees from hazards present in our line of work, routine inspection is carried out on the availability and hygienic condition of safety equipment such as respiratory face masks, safety glasses, gloves, protective footwear, earplugs and high visibility safety vests.   |
| Fire-fighting Equipment                                 | Fire extinguishers, fire hose reels and water tanks are fitted at each of our working facilities and are maintained by our outsourced service providers with expertise in fire safety and security solutions.   |
| First Aid Kits  | First aid kits are consistently replenished and are visibly located at accessible locations throughout our premises.  |
| Health and Safety Standard Operating Procedures ("SOP") | Health and safety policies and procedures that is standardised and streamlined throughout our entire operation: <ul style="list-style-type: none"> <li>• Safety, Health and Environmental Policy;</li> <li>• Personal Protective Equipment ("PPE");</li> <li>• Road Transport Safety Policy;</li> <li>• Vehicle Inspection and Conditioning Management;</li> <li>• Fleet Journey Risk Management; and</li> <li>• Accident Reporting and Investigation Procedure.</li> </ul>   |
| Health and Safety Internal Assessment                   | Led by our Health and Safety Officer, a workplace safety audit was initiated and directed through the assessment of identified risk areas over the aforesaid measures as outlined in our inspection checklist: <ul style="list-style-type: none"> <li>• Management of overall health and safety;</li> <li>• Safety of vehicles, machinery and equipment;</li> <li>• Oversight of driver recruitment and skill assessment;</li> <li>• Emergency procedures and respondents;</li> <li>• Documentation of health and safety records; and</li> <li>• Compliance of applicable regulations.</li> </ul> |
| Security Surveillance System                            | Surveillance features guarding all of premises are serviced and supported by trusted security providers to ensure that unauthorised entry attempts are inhibited.   |



# SUSTAINABILITY REPORT [CONT'D]

## SOCIAL (CONT'D)

### 4. Health and Safety Initiative (Cont'd)

#### Drivers' Safety (Cont'd)

The effective implementation of our health and safety approach is largely attributed to the general awareness and cooperation of our staff, as well as our strong commitment to upholding the Occupational Safety and Health Act 1994 and the Factories and Machinery (Amendment) Act 2006. By analysing safety statistics and identifying common risk factors, we have been able to pinpoint frequent workplace injuries and proactively develop targeted action plans to mitigate these risks.

At See Hup, we remain committed to continuous improvement and innovation in health and safety management, striving to maintain a safe and thriving workplace for all.

### 5. Community Contribution and Donations

See Hup is committed in making positive impact on the communities in which we operate. Ensuring our presence benefits the local community, we implemented strategic initiatives and partnerships to actively contribute to social, economic and also environment development.

The Group persists in serving the local community by regularly contributing funds and in-kind to various charities and foundation to support underprivilege and less fortunate. Through these, we strive to create a positive ripple effect that enhances the well-being of society.

|  | FY2023 | FY2024 | FY2025 |
|--|--------|--------|--------|
| Total amount invested in community (RM)                        | 38,459 | 56,619 | 27,200 |
| Total number of beneficiaries of the investment in communities | 9      | 10     | 4      |

We consistently give back to the community through regular donations and social initiatives. We believe that every community deserves meaningful support that enhances their well-being and development.

In FY2025, there was a decrease in our direct monetary donations. This shift reflects our strategic focus on environmental sustainability, particularly through tree planting efforts and participation in global initiatives such as World Cleanup Day. By taking part in these activities, we aim to foster a cleaner, greener environment — one that directly benefits the communities we serve.

#### Donations

Along the journey, we have explored ways to endorse the welfare of those around us and to share in community outreach and enrichment programs as disclosed below:

| 2025                                     |   |        |
|--|---|--------|
| Beneficiary                              | Description   | Amount |
| Crystal Family Home Care Center Bhd      | Cash donation to Crystal Family Home Care Center          | 16,950 |
| Majlis Buku Kebangsaan Malaysia          | Cash donation for Majlis Buku Kebangsaan Malaysia         | 3250   |
| Persatuan Insan Istimewa Cheras Selangor | Cash donation to Home For Special People Cheras           | 5,500  |
| UTAR Education Foundation                | Cash donation for charity concert in aid of UTAR Hospital | 500    |



## SUSTAINABILITY REPORT [CONT'D]

### SOCIAL (CONT'D)

#### 5. Community Contribution and Donations (Cont'd)

##### Donations (Cont'd)

| 2024                                     |  |        |
|--|--|--------|
| Beneficiary                              | Description  | Amount |
| Persatuan Insan Istimewa Cheras Selangor | Cash donation to Home For Special People Cheras                              | 10,000 |
| Penang Chinese Town Hall                 | Cash donation to SJK(C) Seng Keow for facility upgrading                     | 6,000  |
| SJK (C) Chung Hwa Pusat                  | Cash donation for 77th Graduation  | 600    |
| Crystal Family Home Care Center          | Cash donation to Crystal Family Home Care Center                             | 14,700 |
| Grace Family Home                        | Donated Toshiba Washer 9.0kg Greatwaves                                      | 1,199  |
| SJK (C) Kwang Hwa                        | Cash donation to SJK (C) Kwang Hwa   | 120    |
| Kelab KPDNHEP Pulau Pinang               | Cash donation for sports carnival 2023                                       | 1,000  |
| House of Hope                            | Cash donation for renovation   | 20,000 |
| Kementerian Pendidikan Malaysia          | Cash donation for MSSM in Johor  | 500    |
| Rumah Amal Cheshire Pulau Pinang         | Cash donation to Home For Disabled People                                    | 2,500  |
| 2023                                     |  |        |
| SJK(C) Chung Hwa                         | Cash donation to SJK(C) Chung Hwa  | 600    |
| SJK(C) Keow Kuang                        | Cash donation to SJK(C) Keow Kuang   | 5,000  |
| UTAR Education Foundation                | Cash donation and sharing concert with Aniu in aid of UTAR Hospital          | 3,000  |
| YAYASAN Tow Boo Kong Butterworth         | Cash donation to YAYASAN Tow Boo Kong Butterworth                            | 2,000  |
| SJK(C) Kwang Hwa                         | Cash donation to SJK(C) Kwang Hwa  | 240    |
| Grace Family Home                        | Foods and fruits donation  | 516    |
| Persatuan Bola Baling Daerah Kulai       | Cash donation for the event Kejohanan Bola Baling Terbuka Kulai Kali Ke-2022 | 5,000  |
| Crystal Family Home                      | Cash donation and apparel  | 20,103 |
| Pertubuhan Kebajikan Amitabha Malaysia   | Cash donation to Pertubuhan Kebajikan Amitabha Malaysia                      | 2,000  |

## SUSTAINABILITY REPORT [CONT'D]

### SOCIAL (CONT'D)

#### 5. Community Contribution and Donations (Cont'd)

##### Community Contribution: Environment



**World Clean Up Day:** Volunteers from See Hup and Management participated in the World Cleanup Day event at Dataran Queensbay, Penang, organised by the Malaysian Humanitarian Foundation. Together with other organisations, they contributed to beach cleanup efforts in support of environmental conservation.

As part of our ongoing commitment to environmental sustainability and employee engagement, our Human Resources Department encouraged participation in this event, organised by the Malaysian Humanitarian Foundation. The event, held at Dataran Queensbay, Penang, brought together various organisations with a shared goal of promoting environmental stewardship through collective action.

We are proud to note that both management and staff members expressed strong enthusiasm and voluntarily signed up to take part in the beach cleanup initiative. Their active involvement reflects not only their environmental awareness but also a growing culture of social responsibility within our organisation.

This initiative provided employees with a valuable opportunity to contribute meaningfully to a cleaner environment while fostering teamwork and shared purpose outside the workplace. Participating alongside other organisations also reinforced our belief in the power of collaboration to drive positive environmental change.

By supporting such initiatives, we continue to align our sustainability goals with global movements, encouraging our workforce to be agents of change both within and beyond our corporate walls.

## SUSTAINABILITY REPORT [CONT'D]

### SOCIAL (CONT'D)

#### 5. Community Contribution and Donations (Cont'd)



**Tree planting:** Tree Planting Initiative Joined by Board of Directors, Management Team and Employees.

#### **Growing a Greener Future: 732 Trees Planted in Reforestation Drive**

We planted a total of 732 trees under our reforestation initiative. These trees were carefully selected from four different species to promote biodiversity, restore degraded land, and enhance ecosystem resilience. The initiative not only contributes to carbon sequestration and climate mitigation but also raises environmental awareness among employees and local communities. Through this effort, we continue to support long-term sustainability goals while reinforcing our role in nurturing a greener, healthier environment for future generations. We believe the environment plays a vital role in community well-being. That's why we are increasing our efforts to support environmental initiatives, helping create greener, healthier communities where we live and work.

Moving forward, we reaffirm our dedication to social responsibility and commit to continuous improvement. We aim to create a shared value to our stakeholders, contribute positively to society and build a more sustainable and equitable future for all.



# SUSTAINABILITY REPORT [CONT'D]

## GOVERNANCE

See Hup is committed to conducting its business ethically and complying with applicable laws and regulations. See Hup is devoted to adopting a zero-tolerance policy against all forms of bribery and corruption and taking solid stances against such acts in any circumstances. In respect to this, we establish a strong corporate governance culture with zero tolerance towards unethical practices. The Group believes that upholding high standards of ethics and conducting our business with integrity is fundamental for the business' success. Therefore, we are committed to building a positive corporate image through corporate governance and business ethics. Several governance policies and procedures have been established such as the Code of Ethics ("Code"), Anti-Bribery and Anti-Corruption ("ABAC") Policy, Human Right Policy and Whistleblowing Policy. These policies are communicated to all employees upon onboarding and are made accessible to all employees on our company website.

In See Hup, we are furnished and directed to embed the best corporate governance practices into our business activities under the Malaysian Code of Corporate Governance 2021 ("MCCG"), Bursa Malaysia Securities Berhad's Main Market Listing Requirements ("MMLR") and the Companies Act 2016. In addition, we are keen to ensure that all of our activities are carried out professionally and ethically in line with all applicable laws, regulations, compliance acts, and codes of corporate governance practices.

### 1. Anti-Bribery and Anti-Corruption Policy

Our ABAC Policy, which is aligned with the MMLR and MACC Amendment Acts (2018), serves a comprehensive framework that guides all employees, management and business partners on the principles and practices related to anti-bribery and anti-corruption measures. We also expect our business associates such as suppliers, vendors, consultants, customers, contractors, sub-contractors, agents, and etc, who perform work or services for and on behalf of See Hup will comply with See Hup's ABAC Policy when performing job or services. It is our Policy to ensure vendors and customers sign and acknowledge the ABAC Declaration Form during the registration.

We strictly prohibit bribery, kickbacks, facilitation payments and other corrupt practices in all business dealings, both domestically and internationally. Non-compliance of this Policy may lead to disciplinary action and termination of employment. For business associates, non-compliance of this Policy may lead to termination of contract and claims for damages or indemnity.

The percentage of employees who have received training on anti-corruption by employee category is tabulated as below:

|                   | FY2023 |        | FY2024 |        | FY2025 |        |
|-------------------|--------|--------|--------|--------|--------|--------|
|                   | Number | %      | Number | %      | Number | %      |
| Manager and above | 18     | 41.86% | 11     | 20.37% | 3      | 1.90%  |
| Executive         | 2      | 7.14%  | 8      | 21.05% | 12     | 7.59%  |
| Non-Executive     | 1      | 0.30%  | 16     | 4.62%  | 143    | 90.51% |

We have made the ABAC Policy a public document at our Company's website to all employees and business associates. See Hup's employees are mandatory to retain the highest standard of ethics and professional conduct during their employment with the Group. See Hup is committed to ensuring that the Group is and will continue to stay abreast with all the latest development of rules and regulations and will be always observing and adhering to the requirements.

For new employees, compliance awareness remains a core onboarding priority. On their first day of employment, all new hires are required to review the Group's ABAC Policy, which is readily accessible via our corporate website. To ensure proper understanding, the Human Resources department will provide a dedicated briefing and training to reinforce key elements of the policy, including expected ethical standards, reporting protocols, and the organisation's zero-tolerance stance. This self-directed learning is further supported by early-stage supervision and operational guidance, ensuring that new employees are adequately familiarised with the policy's practical implications from the outset of their tenure.

# SUSTAINABILITY REPORT [CONT'D]

## GOVERNANCE (CONT'D)

### 1. Anti-Bribery and Anti-Corruption Policy (Cont'd)

Moving forward, the ABC training program will continue to be reviewed periodically to determine the need for refresher sessions or thematic deep-dives based on role-specific risk exposure, regulatory developments, or audit recommendations.

We have established ABAC Unit that will responsible for all ABAC compliance matters. The ABAC Unit is comprised of designated personnel who has been adequately trained to act effectively against bribery and corruption in the following manner:

- Provide advice and guidance on the ABAC Policy and issues relating bribery and corruption
- Prepare and execute steps to ensure that there is adequate monitoring, analysis and evaluation of compliance of the ABAC Policy
- Report on the performance of the ABAC Policy compliance record and any other bribery and corruption related instances to the Management and Audit Committee regularly

There are no confirmed incidents of corruption in the past as shown below:

|                                   | FY2023 | FY2024 | FY2025 |
|-----------------------------------|--------|--------|--------|
| Confirmed incidents of corruption | -      | -      | -      |

Our ABAC Policy, which was updated on FY2023 remains in effect without any major revisions or updates in the current reporting period. The decision not to update the policy this year due to stability of policy and effective implementation.

The percentage of operations assessed for corruption-related risk is tabulated as below:

|  | FY2023 | FY2024 | FY2025 |
|--|--------|--------|--------|
| Percentage of operations assessed for corruption-related risks | 60%    | 100%   | 100%   |

### 2. Human Right Policy

Our Human Rights Policy demonstrates our strong and ongoing commitment to respecting, promoting, and protecting the fundamental rights and dignity of every individual involved in our operations, whether directly or through our extended supply chain. It serves as a key framework that outlines the principles and expectations, we uphold to ensure fair and equitable treatment for all, actively prevent any form of discrimination, and foster a working environment that is safe, inclusive, and rooted in mutual respect.

This policy is not only a statement of intent but also a practical guide embedded within our everyday operations and decision-making processes. It applies to all levels of our organization and extends to contractors, suppliers, and business partners, encouraging them to adopt similar values and practices. By embedding human rights considerations into our business activities, we aim to identify and mitigate risks, respond to stakeholder concerns, and promote social responsibility throughout our value chain.

## GOVERNANCE (CONT'D)

### 3. Whistleblowing Policy

The Group has established a Whistleblowing Policy with the aim to provide a structured reporting channel and guidelines to our internal and external stakeholders to raise concerns of malpractice or any suspicious of fraudulent or unethical activity within the Group. The examples of improper conduct that can be reported includes but not limited to the following:

- Suspected criminal offence
- Impropriety corruption, acts of fraud, theft and/ misuse of the Company's properties resources
- Abuse of power or authority
- Serious conflicts of interest without disclosure
- Sexual harassment
- Bribery, blackmail and miscarriage of justice
- Attempts to suppress or conceal any information relating to any of the above
- Non-compliance or inappropriate business practice

See Hup guarantees anonymity for all employees, which allows them to share their views without fear of reprisal. The anonymity guarantee shaped an atmosphere in which workers will feel secure while maintaining the principles kept by the Group.

### 4. Code of Ethics

Our Code of Ethics serves as a foundational document that guides the behaviour and decisions of all management, employees, executives and business partners. The code embodies our commitment to integrity, transparency, accountability, and responsible business practices across all aspects of our operations.

### 5. Sustainable Procurement Management

Sustainable procurement integrates the "ESG" principles into our procurement processes and decisions while meeting stakeholders' expectations. Constant upkeep of our vehicles, tools and equipment is always our primary focus to ensure the safety of our employees (i.e., Drivers, Carriers and etc.). Henceforth, we have taken appropriate measures to secure a reliable supply of replacement parts and consumables to sustain our activities in repairs and maintenance. We firmly believe in supporting the local economy, and hence, we always give priority to sourcing goods and services locally whenever possible, to help boost the local economy.

To streamline our procurement processes and promote consistency, See Hup has established a comprehensive Group Purchasing Procedure and Guideline. This procedure provides a standard framework for sourcing goods and services and ensures uniformity and consistency in supplier selection, price negotiation, delivery, and contractual agreements. By leveraging standard suppliers' groups, we are also able to achieve potential cost savings that ultimately benefit our stakeholders.

The Group constantly enforces strict criteria in our suppliers' selection and evaluation processes. The assessment result will be presented to the management for review and approval to provide productive feedback for constructive progress of overall operations.

See Hup's responsibilities extend beyond its own direct activities by ensuring our suppliers behave responsibly towards society and the environment. Suppliers and business partners must adhere to the law, stipulated contract conditions and international best practices in respect of human rights, the environment, health and safety, and labour standards

We are committed to promote fair procurement where we design our procurement processes to select and retain suppliers through a non-discriminatory bidding and tendering process. To contribute a direct positive economic impact on the communities where we operate, we also prioritise our procurement of goods and services with local suppliers who meet the standards that we require.



# SUSTAINABILITY REPORT [CONT'D]

## GOVERNANCE (CONT'D)

### 5. Sustainable Procurement Management (Cont'd)

The proportion of our spending with local and foreign suppliers are illustrated as below:

|   | FY2023 | FY2024 | FY2025 |
|---|--------|--------|--------|
| Proportion of spending on local suppliers (%)   | 88%    | 88%    | 96%    |
| Proportion of spending on foreign suppliers (%) | 12%    | 12%    | 4%     |

### 6. Data Security

Ensuring information security is crucial for safeguarding data privacy and protection. Our dedication lies in safeguarding the private information and personal data of our customers, suppliers, and employees. To uphold this commitment, we have implemented an Information Security Policy and complied with the Personal Data Protection Act 2010 ("PDPA"), aimed at preserving the confidentiality, integrity, availability, and regulatory compliance of non-public information stored, processed, and/or transmitted within our Group. It is our policy to ensure the secure and confidential handling of customer information, with no selling, exchanging, or sharing of customer data without their prior consent.

Therefore, establishment of Disaster Discovery Plan is designed to ensure business continuity, minimise downtime, and recover or backup data and systems in the event of disruptions or disasters. By safeguarding data, we enhance stakeholder trust, protect privacy rights and demonstrate our commitment to sustainability and ethical business practices.

The information Security Policy has set out the guiding principles covering the following key areas:

- Password security
- Email data encryption
- Internet usage within company premise
- External and sensitive data transfer
- Personal device policy
- Visitor and non-employee access

Violations of the Information Security Policy will result in disciplinary action which may include termination for employees, a termination of employment relations in the case of contractors or consultants. Additionally, individuals are subject to loss of See Hup Group of companies' privileges, civils and/ or criminal prosecution.

There are no substantiated complaints concerning breach of customer privacy and losses of customer data in the past, as shown below:

|  | FY2023 | FY2024 | FY2025 |
|--|--------|--------|--------|
| Number of substantiated complaints concerning breach of customer privacy and losses of customer data | -      | -      | -      |

# SUSTAINABILITY REPORT [CONT'D]

## SUSTAINABILITY PERFORMANCE REPORT

| Indicator  | Measurement Unit | 2023      | 2024      | 2025      |
|--|------------------|-----------|-----------|-----------|
| <b>Bursa (Energy management)</b>   |                  |           |           |           |
| Bursa C4(a) Total energy consumption   | Megawatt         | 446.63    | 457.90    | 459.79    |
| <b>Bursa (Emissions management)</b>  |                  |           |           |           |
| Bursa C11(a) Scope 1 emissions in tonnes of CO2e   | Metric tonnes    | 13,263.32 | 13,634.83 | 13,633.67 |
| Bursa C11(b) Scope 2 emissions in tonnes of CO2e   | Metric tonnes    | 261.28    | 267.87    | 268.98    |
| Bursa C11(c) Scope 3 emissions in tonnes of CO2e (at least for the categories of business travel and employee commuting) | Metric tonnes    | -         | -         | 755.22    |
| <b>Bursa (Water)</b>   |                  |           |           |           |
| Bursa C9(a) Total volume of water used   | Megalitres       | 15.385000 | 17.756000 | 11.362000 |
| <b>Bursa (Waste management)</b>  |                  |           |           |           |
| Bursa C10(a) Total waste generated   | Metric tonnes    | -         | -         | 74.92     |
| Bursa C10(a)(i) Total waste diverted from disposal   | Metric tonnes    | -         | -         | 57.91     |
| Bursa C10(a)(ii) Total waste directed to disposal  | Metric tonnes    | -         | -         | 17.01     |
| <b>Bursa (Diversity)</b>   |                  |           |           |           |
| Bursa C3(a) Percentage of employees by gender and age group, for each employee category                                  |                  |           |           |           |
| Age Group by Employee Category   |                  |           |           |           |
| Manager and above Under 30   | Percentage       | 3.80      | 0.00      | 2.10      |
| Manager and above Above 30   | Percentage       | 96.20     | 100.00    | 97.90     |
| Executive Under 30   | Percentage       | 25.00     | 13.20     | 12.20     |
| Executive Above 30   | Percentage       | 75.00     | 86.80     | 87.80     |
| Non-executive/Technical Staff Under 30   | Percentage       | 23.80     | 18.20     | 23.50     |
| Non-executive/Technical Staff Above 30   | Percentage       | 76.20     | 81.80     | 76.50     |
| Gender Group by Employee Category  |                  |           |           |           |
| Manager and above Male   | Percentage       | 67.40     | 70.40     | 72.30     |
| Manager and above Female   | Percentage       | 32.60     | 29.60     | 27.70     |
| Executive Male   | Percentage       | 53.60     | 44.70     | 48.80     |
| Executive Female   | Percentage       | 46.40     | 55.30     | 51.20     |
| Non-executive/Technical Staff Male   | Percentage       | 82.70     | 81.50     | 80.90     |
| Non-executive/Technical Staff Female   | Percentage       | 17.30     | 18.50     | 19.10     |
| Bursa C3(b) Percentage of directors by gender and age group  |                  |           |           |           |
| Male   | Percentage       | 76.70     | 74.10 *   | 73.10     |
| Female   | Percentage       | 23.30     | 25.90 *   | 26.90     |
| Under 50   | Percentage       | 40.00     | 34.60 *   | 26.90     |
| Above 60   | Percentage       | 23.30     | 30.80 *   | 30.80     |
| Between 50 to 60   | Percentage       | 36.70     | 38.50 *   | 42.30     |
| <b>Bursa (Labour practices and standards)</b>  |                  |           |           |           |
| Bursa C6(a) Total hours of training by employee category   |                  |           |           |           |
| Manager and above  | Hours            | 616       | 548       | 688       |
| Executive  | Hours            | 884       | 444       | 368       |
| Non-executive/Technical Staff  | Hours            | 400       | 2,084     | 1,444     |
| Bursa C6(b) Percentage of employees that are contractors or temporary staff  | Percentage       | 0.00      | 0.00      | 0.00      |
| Bursa C6(c) Total number of employee turnover by employee category   |                  |           |           |           |
| Manager and above  | Number           | 13        | 9         | 5         |
| Executive  | Number           | 17        | 26        | 12        |

Internal assurance

External assurance

No assurance

(\*)Restated

# SUSTAINABILITY REPORT [CONT'D]

## SUSTAINABILITY PERFORMANCE REPORT (CONT'D)

| Indicator   | Measurement Unit | 2023      | 2024      | 2025      |
|---|------------------|-----------|-----------|-----------|
| Non-executive/Technical Staff   | Number           | 204       | 234       | 164       |
| Bursa C6(d) Number of substantiated complaints concerning human rights violations                                   | Number           | 0         | 0         | 0         |
| <b>Bursa (Health and safety)</b>  |                  |           |           |           |
| Bursa C5(a) Number of work-related fatalities   | Number           | 0         | 0         | 0         |
| Bursa C5(b) Lost time incident rate ("LTIR")  | Rate             | 11.28     | 8.36      | 9.63      |
| Bursa C5(c) Number of employees trained on health and safety standards  | Number           | 120       | 129       | 229       |
| <b>Bursa (Community/Society)</b>  |                  |           |           |           |
| Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer | MYR              | 38,459.00 | 56,619.00 | 27,200.00 |
| Bursa C2(b) Total number of beneficiaries of the investment in communities  | Number           | 9         | 10        | 4         |
| <b>Bursa (Anti-corruption)</b>  |                  |           |           |           |
| Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category              |                  |           |           |           |
| Manager and above   | Percentage       | 41.86     | 20.37     | 1.90 *    |
| Executive   | Percentage       | 7.14      | 21.05     | 7.59 *    |
| Non-executive/Technical Staff   | Percentage       | 0.30      | 4.62      | 90.51 *   |
| Bursa C1(b) Percentage of operations assessed for corruption-related risks  | Percentage       | 100.00    | 100.00    | 100.00    |
| Bursa C1(c) Confirmed incidents of corruption and action taken  | Number           | 0         | 0         | 0         |
| <b>Bursa (Data privacy and security)</b>  |                  |           |           |           |
| Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data  | Number           | 0         | 0         | 0         |
| <b>Bursa (Supply chain management)</b>  |                  |           |           |           |
| Bursa C7(a) Proportion of spending on local suppliers   | Percentage       | 88.00     | 88.00     | 96.00     |

Internal assurance

External assurance

No assurance

(\*)Restated

# CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board is pleased to provide an overview of the principles and practices of the Malaysian Code on Corporate Governance 2021 ("MCCG 2021") that were adopted throughout the financial year based on the three key principles of good corporate governance, which are:-

Principal A : Board Leadership and Effectiveness

Principal B : Effective Audit and Risk Management

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

Further details on the application and departure from the practices are elaborated in the Corporate Governance Report, which is available on the Company's website, [www.seehip.com.my](http://www.seehip.com.my) as well as Bursa Malaysia Securities Berhad's ("Bursa Securities") website.

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

### **I. BOARD RESPONSIBILITIES**

#### ***Board Roles and Responsibilities***

The Group recognises the crucial role played by the Board in the stewardship of its direction and operations, and ultimately the enhancement of long-term shareholder value. To fulfill this role, the Board has established functions which are reserved for the discretion and decision of the Board. A summary of key matters reserved for the Board's approval include business operation restructuring, new issuance of securities, dividend policy, approval of expenditure above a certain pre-determined limit, disposal of significant fixed assets, and the acquisition or disposal of companies within the Group.

Primarily, the Board is responsible to promote good corporate governance culture within the Group, including the setting of strategic direction that support long term value creation, establishing goals for Management and monitoring the achievement of the goals and regular review of the division of responsibilities between the Board and Management.

#### ***Role of Chairman, Group Managing Director, Executive Directors and Independent Directors***

The roles and responsibilities of Chairman and Group Managing Director are defined in the Board Charter. There is a clear division of responsibilities between the Chairman and Group Managing Director to ensure balance of power and authority and greater capacity for independent decision-making.

The position of Chairman of the Board is currently vacant. At each Board meeting or shareholders' meeting, its role is assumed by one of the Board members on appointment by members at the meetings concerned. The Board is of the view that the balance of power is still in place as it has been the practice of the Chairman of the relevant meetings to encourage participation by all concerned.

Management of the Group is entrusted to the Executive Directors, led by the Group Managing Director, whilst the Independent Non-Executive Directors provide a check and balance in the process of decision-making by the Board. The Independent Non-Executive Directors are not employees of the Group and do not participate in the day-to-day management of the Group and are not engaged in any business dealings with the Group.

#### ***Company Secretaries***

The Board is supported by suitably qualified and competent Company Secretaries. Every Director has unhindered access to the advice and services of the Company Secretaries. The Company Secretaries are qualified to act under the Companies Act, 2016 and undertake the following roles and responsibilities:

- Provide advice to the Board on the discharge and monitoring of its roles and responsibilities;
- Advising the Board on matters in relation to corporate disclosures, company and securities regulations, listing requirements as well as the principles of good governance practices; and
- Manage processes relating to the Group's annual shareholder meeting.

# CORPORATE GOVERNANCE OVERVIEW STATEMENT [CONT'D]

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

### I. BOARD RESPONSIBILITIES (CONT'D)

#### **Access to Information and Advice**

The Group Managing Director, with the assistance of the Company Secretary, ensures that all Directors have full and timely access to information with Board papers distributed in advance of meetings. Prior to meetings of the Board and Board Committees, appropriate documents, which include the agenda and reports relevant to issues of the meetings covering strategic, financial, operational and regulatory compliance matters, where appropriate, are circulated to all members within a reasonable period in order for them to be properly briefed before the meeting.

Furtherance to the abovementioned, the Board, as a whole, has the right to determine whether as a full Board or in their individual capacity, to seek and take independent professional advice, where necessary and under appropriate circumstances, in pursuance of their duties at the Group's expense.

#### **Board Meetings**

The Board meets at least four (4) times a year at quarterly intervals with additional meetings convened when urgent and important decisions need to be taken between the scheduled meetings.

Board Meetings are scheduled ahead to enable the Directors to plan and adjust their schedule to ensure good attendance and the expected degree of attention given to the Board agenda.

During the financial year under review, the Board met five (5) times, where it deliberated upon and considered a variety of matters including the Group's financial results, major investments, corporate announcements and the direction of the Group.

Details of Directors' meeting attendances during the financial year are as follows:

|                      | Directors                                  | Number of meetings attended |     |     |     |
|----------------------|--|-----------------------------|-----|-----|-----|
|                      |  | BOD                         | AC  | NC  | RC  |
| <b>Executive</b>     | Lee Chor Min                               | 5/5                         | -   | -   | -   |
|                      | Lai Yew Chong                              | 5/5                         | -   | -   | -   |
| <b>Non-Executive</b> | Lee Phay Chian                             | 5/5                         | 4/4 | 3/3 | 1/1 |
|                      | Soon Gim Wooi                              | 5/5                         | 4/4 | 3/3 | 1/1 |
|                      | Lim Siew Wee (Appointed w.e.f. 11.09.2024) | 2/2                         | 2/2 | 1/1 | -   |

BOD – Board of Directors Meeting

AC – Audit Committee Meeting

NC – Nominating Committee Meeting

RC – Remuneration Committee Meeting

#### **Board Charter**

The roles and functions of the Board, as well as the differing roles of Executive Directors and Non-Executive Directors are clearly delineated in a Board Charter. Under this Charter, the Board has a formal schedule of matters reserved to itself for decision, which includes the overall Group strategy and direction, acquisition and divestment policy, approval of major capital expenditure, consideration of significant financial matters and the review of financial and operating performance of the Group. Besides, the Board delegates certain responsibilities to Board Committees, namely the Audit Committee, Nominating Committee and Remuneration Committee in order to enhance business and operational efficiency as well as efficacy.

The Charter shall be reviewed periodically as stipulated to ensure its relevance in assisting the Board to execute its duties with changes in corporate laws and regulations that may arise from time and time. The Charter is available on the Company's website at [www.seehip.com.my](http://www.seehip.com.my).

# CORPORATE GOVERNANCE OVERVIEW STATEMENT [CONT'D]

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

### I. BOARD RESPONSIBILITIES (CONT'D)

#### ***Code of Ethics and Conduct***

The Board recognizes the need to discharge its responsibilities ethically and has adopted the Code of Ethics as issued by the Companies Commissions of Malaysia, which is available on its website at [www.ssm.com.my](http://www.ssm.com.my). The Code of Ethics set out the principles in relation to corporate governance, relationship with shareholders, employees, creditors, customers, corporate social responsibilities and the environment. The details of the Code of Ethics is available on the Company's website at [www.seehup.com.my](http://www.seehup.com.my).

#### ***Whistleblowing Policy***

Furthermore, the Board has set up a Whistleblowing Policy which established the proper communication and feedback channels for exposure of any violation or improper conduct or wrongdoing within the Group whilst ensuring that integrity and ethical behaviour are maintained through relevant protocols. This practice is to encourage transparency and offers confidentiality to its employees to raise issues of concern regarding its financial, operating and management's ethical business conduct.

The details of the Whistleblowing Policy is available on the Company's website at [www.seehup.com.my](http://www.seehup.com.my). The reporting party may raise their concerns via email to [whistle@seehup.com.my](mailto:whistle@seehup.com.my) which will be channelled to the Chairman of the Audit Committee. There were no incidents reported via this channel for the financial year ended 31 March 2025.

#### ***Anti-Bribery and Anti-Corruption Policy***

In line with Section 17A of the Malaysian Anti-Corruption Commission (Amendment) Act 2018, the Board has adopted an Anti-Bribery and Anti-Corruption ("ABAC") Policy that outlines the Group's commitment towards conducting its business ethically and in compliance with all applicable laws and regulations.

The ABAC is available on the Company's website at [www.seehup.com.my](http://www.seehup.com.my)

#### ***Directors' Fit and Proper Policy***

The Board has adopted the Directors' Fit and Proper Policy to enhance good corporate governance practices in the nomination and election of its directors. The policy is available on the Company's website at [www.seehup.com.my](http://www.seehup.com.my)

#### ***Human Rights Policy***

The Board has formally adopted a Human Rights Policy, affirming the Group's commitment to respecting and promoting the rights of all individuals impacted by its business activities including employees, suppliers, customers, and local communities.

#### ***Governance of Sustainability***

The Board emphasized that the corporate commitment shall be a balanced integration of economic, environmental and social elements into daily business operations to create and maximize the stakeholders' value over long term and sustainable growth. Our sustainability strategies in addressing the material risks and opportunities are illustrated in the Sustainability Report.



# CORPORATE GOVERNANCE OVERVIEW STATEMENT [CONT'D]

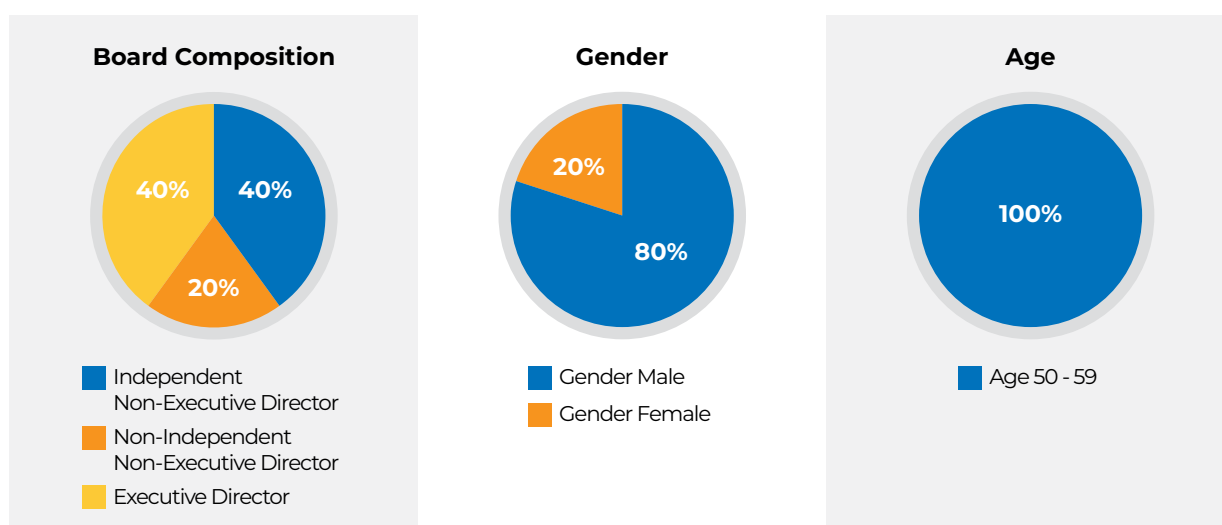
## PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

### II. BOARD COMPOSITION

#### **Composition and Independence of the Board**

The Board consists of five (5) members, comprising two (2) Independent Non-Executive Directors, one (1) Non-Independent Non-Executive Director and two (2) Executive Directors. The Board has complied with Paragraph 15.02 of the Main Market Listing Requirements of Bursa Securities ("MMLR") that stipulates at least two (2) Directors or one-third of the Board of the Company, whichever is the higher, are Independent Directors.

Board diversity from perspectives of composition, gender as well as age during the year under review are as tabulated:



Although the Board has not met the composition recommended under the MCCG 2021 whereby at least half (50%) of the Board comprises independent directors, the Board believes the two (2) Independent Directors are capable of ensuring that issues of strategies, performance and resources proposed by the Management are objectively evaluated, taking into consideration of the long-term interest of shareholders, employees, customers, and other communities in which the Group conducts its business

#### **Tenure of Independent of Directors**

The Board has not formalised a policy to limit the tenure of Independent Directors to nine (9) years, as prescribed under the MCCG 2021. However, the Board remains committed to upholding the principles of independence and good governance in evaluating the effectiveness and objectivity of its Independent Directors.

As of the date of this statement, none of the Independent Directors has served beyond the nine-year tenure.

#### **Board and Senior Management Diversity**

The Board recognises the need for diversity within its Board and Senior Management. The Company is committed to providing fair and equal opportunities and nurturing diversity within the Company. The appointment of board and senior management are based on objective criteria, merit and with due regard for diversity in skills, experience, age, cultural background and gender.

Details of the diversity of the Group's workforce are reported in the Sustainability Report 2025.

The present Directors, with their different backgrounds and specialization, collectively bring with them experience and expertise in areas such as finance, corporate affairs, marketing and operations. With this mix of expertise, the Company is essentially led and guided by an experienced and competent Board. The brief profile of each Director is presented in this Annual Report under Profile of Directors.

# CORPORATE GOVERNANCE OVERVIEW STATEMENT [CONT'D]

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

### II. BOARD COMPOSITION (CONT'D)

#### **Board and Senior Management Diversity (Cont'd)**

Furthermore, in view of maintaining a truly well-diversified Board, the Group has developed and maintained a Board Gender Diversity policy which recognises the importance of gender diversity in the Board. Currently, the Board comprises one (1) female member, representing a 20% allocation in the overall Board composition. The Nominating Committee will prioritize the appointment of female candidates based on their individual merits.

In summary, the Directors believe that the current Board composition fairly represents the investment of all shareholders in the Company.

#### **Nominating Committee**

The Nominating Committee comprises exclusively of Non-Executive Directors, majority of whom are Independent Directors as follows:

Mr. Soon Gim Wooi, Chairman

*(Independent Non-Executive Director)*

Mr. Lee Phay Chian

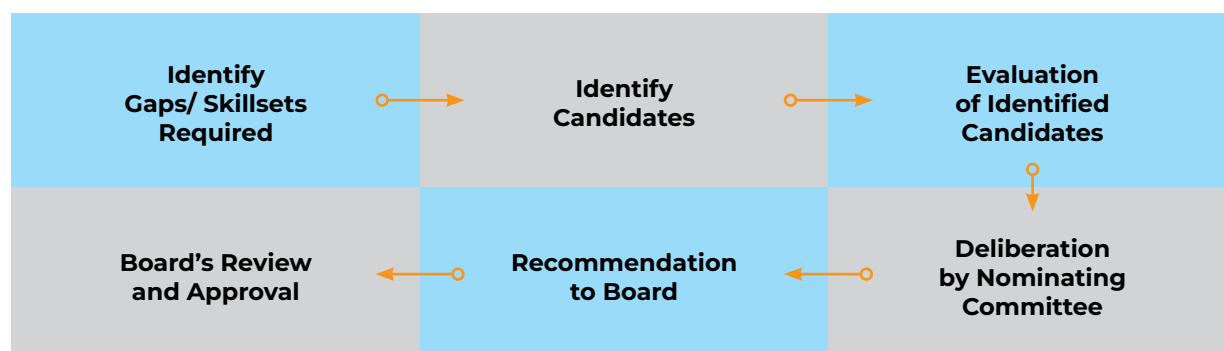
*(Non-Independent Non-Executive Director); and*

Ms. Lim Siew Wee (Appointed on 11.09.2024)

*(Independent Non-Executive Director)*

#### **Recruitment and Annual Assessment of Directors**

The Nominating Committee is empowered by the Board with its terms of reference that includes proposing recommendations to the Board on the appointment of new Directors, as well as assessing the effectiveness of Board Committees and the Board, as a whole. With reference to the appointment process of new Directors, a general appointment progression can be depicted as follows:



In identifying candidates for appointment of directors, the Nominating Committee seeks recommendations from existing board members, management and major shareholders or independent sources.

# CORPORATE GOVERNANCE OVERVIEW STATEMENT [CONT'D]

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

### II. BOARD COMPOSITION (CONT'D)

| Summary of activities during the year  | Outcome   |
|--|---|
| Reviewed the composition of the Board and recommended to the Board for the necessary changes in composition. | <p>The Nominating Committee recommended the re-designation of Mr. Lee Phay Chian whose tenure as an Independent Director exceeded the cumulative 12-year limit to the role of Non-Independent Non-Executive Director, effective 28 February 2025. This decision ensures compliance with regulatory requirements while allowing the Company to continue benefiting from Mr. Lee's extensive experience and governance oversight.</p> <p>Following the retirement of Ms. Ng Shiek Nee, a long-serving Director, who stepped down on 11 September 2024, the Nominating Committee also assessed and endorsed the appointment of Ms. Lim Siew Wee as an Independent Non-Executive Director, effective on the same date.</p>  |
| Assessment of Directors' and Board Committees performance  | <p>An annual self-assessment exercise was internally facilitated, encompassing both individual Director evaluations and an assessment of the effectiveness of the Board as a whole. The self-assessment was conducted through structured questionnaires, which considered, among other factors, the fit and proper criteria, contributions to the Group's affairs and business, relevant skills and experience and active participation in discussions.</p> <p>The Board effectiveness assessment focused on key evaluation criteria, including strategic planning, Board composition, size, diversity of skills and experience, and time commitment of its members.</p> <p>The findings from these assessments indicate that the Board, its Committees and individual Directors demonstrated a satisfactory level of compliance and performance.</p> |
| Reviewed the independence of the Independent Directors   | The Nominating Committee annually assess the independence of Independent Non-Executive Directors based on the criteria as defined in the Listing Requirements and is satisfied with the level of independence demonstrated by the two (2) Independent Non-Executive Directors and their ability in exercising independent and objective judgement in Board deliberations.   |
| Assessed the re-election of Directors due for retirement pursuant to the Company's Constitution              | The Nominating Committee supports the re-election of the Directors at the Company's Annual General Meeting in accordance with the Company's Constitution, following a satisfactory evaluation of their contributions.   |



# CORPORATE GOVERNANCE OVERVIEW STATEMENT [CONT'D]

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

### II. BOARD COMPOSITION (CONT'D)

#### **Directors' Training**

The Directors are encouraged to continue to undergo relevant training courses and professional programmes to enhance their skills and knowledge, where relevant. In assessing the training needs of Directors, the Nominating Committee, has determined that appropriate training programmes covering matters on logistics, taxation, corporate governance, risk management and/or statutory/ regulatory compliance, to be recommended for the Directors to enhance their contributions to the Board.

The Board members have attended the training programmes below:-

| Directors      | Training Programme  |
|----------------|---|
| Lee Chor Min   | <ul style="list-style-type: none"><li>· Harness the Power of Generative AI for Accounting and Finance Professionals</li><li>· Global Freight Forwarder Conference</li></ul>               |
| Lai Yew Chong  | <ul style="list-style-type: none"><li>· Understanding International Trade</li><li>· Global Freight Forwarder Conference</li></ul>   |
| Lee Phay Chian | <ul style="list-style-type: none"><li>· National Tax Conference 2024</li><li>· Seminar Percukaian Kebangsaan 2024 (Belanjawan 2025)</li></ul>   |
| Soon Gim Wooi  | <ul style="list-style-type: none"><li>· MIA Webinar: Audit Procedures (Part 2)</li><li>· MIA Webinar: Budget 2025</li><li>· MIA Seminar: MPERS -Issues in Financial Instruments</li></ul> |
| Lim Siew Wee   | <ul style="list-style-type: none"><li>· Mandatory Accreditation Programme (MAP)</li><li>· Mandatory Accreditation Programme Part II: Leading For Impact (LIP)</li></ul>                   |

### III REMUNERATION

#### **Remuneration Policy**

With reference to the Group's remuneration policy, the remuneration of Directors is generally linked to their experience, scope of responsibility and contribution to the Group's overall performance. The remuneration policy established a standardised framework in defining the objective of said policy, identified components of remuneration and summarising the derivation and recommendation procedures of Directors' remuneration.

In summary, the Committee is responsible for recommending to the Board the remuneration packages of Executive Directors. The Board, as a whole, determines the remuneration of Executive and Non-Executive Directors with the Directors concerned abstaining from the decision in respect of their individual remuneration.

#### **Remuneration Committee**

The Remuneration Committee comprises exclusively Non-Executive directors, majority of whom are Independent Non-Executive Directors:

Mr. Soon Gim Wooi, Chairman  
(Independent Non-Executive Director)  
Ms. Lim Siew Wee  
(Independent Non-Executive Director)  
Lee Phay Chian  
(Non-Independent Non-Executive Director)

During the financial year, the Remuneration Committee met once to deliberate and discuss on remuneration related matters of the Executive Directors and senior management. The Company pays its Directors annual fee, which is approved annually by shareholders at the Annual General Meeting.

# CORPORATE GOVERNANCE OVERVIEW STATEMENT [CONT'D]

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

### **III REMUNERATION (CONT'D)**

#### ***Details of Directors' Remuneration***

Details of the remuneration of the Directors financial year ended 31 March 2025 are set out in the Corporate Governance Report.

#### ***Details of key Senior Management's Remuneration***

In safeguarding the Company's strategic interests and ensuring fairness in executive compensation practices, the Board has exercised its discretion not to disclose the remuneration of the key senior management personnel on a named basis. This decision is made to avoid any potential misperception of misalignment between remuneration and job responsibilities, and to maintain confidentiality in view of the competitive market for experienced senior executives.

Nevertheless, in support of good corporate governance and transparency, the Company provides disclosure on the remuneration of senior management on an aggregate basis. The total aggregate remuneration for the key senior management personnel is disclosed in the Corporate Governance Report to give shareholders and stakeholders an indication of the overall level of remuneration paid.

The Board is of the view that this approach strikes an appropriate balance between transparency and protecting the Company's competitive interests.

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

### **I AUDIT COMMITTEE**

The Board is assisted by the Audit Committee to oversee the Group's financial reporting processes and the quality of its financial reporting. The Audit Committee has been accorded with the power to communicate directly with the internal and external auditors towards ensuring compliance with other related regulatory requirements and the accounting standards.

The Audit Committee comprises exclusively of Non-Executive Directors, with the majority being Independent Directors. The Chairman of the Audit Committee is not the Chairman of the Board. In the event of any potential candidate of a former audit partner were to be appointed as a member of the Audit Committee, the cooling off period of at least three (3) years will be observed.

The Terms of Reference of the Audit Committee are available on the Company's website at [www.seehip.com.my](http://www.seehip.com.my).

The Board is satisfied that the Audit Committee has effectively discharged its duties in accordance with its Terms of Reference. The diversity in the skills of the audit members which comprise financial, business acumen have enabled them to effectively discharged their roles and responsibilities.

The details of the Audit Committee's composition, attendance and summary of activities are set out under Audit Committee Report in this Annual Report.

#### ***External Auditors***

The Board has established a transparent relationship with the external auditors through the Audit Committee, which has been accorded with the power to communicate directly with the external auditors towards ensuring compliance with the accounting standards and other related regulatory requirements.

Furthermore, in accordance with a policy maintained by the Audit Committee, the suitability and independence of the external auditors was assessed by the Audit Committee with the consideration of non-audit assignment engagements (if any) during the financial year. The formalised policy defines the assessment framework and tools to be undertaken by the Audit Committee and govern the circumstances which allow for provision of non-audit services by the external auditors.

Similarly, the external auditors had given written assurance that, they are, and have been, independent throughout the conduct of audit engagement in accordance with terms of relevant professional and regulatory requirements.

# CORPORATE GOVERNANCE OVERVIEW STATEMENT [CONT'D]

## **PRINCIPLE B : EFFECTIVE AUDIT AND RISK MANAGEMENT (CONT'D)**

### **I AUDIT COMMITTEE (CONT'D)**

#### ***External Auditors (Cont'd)***

The Audit committee met with the external auditors twice to discuss the audit plan and audit findings during the year. Overall, the Audit Committee was satisfied with the suitability of external auditors based on the quality of services and sufficiency of resources provided during the course of audit. The Audit Committee was also satisfied in its review of the independence of external auditors with the consideration that there was no non-audit engagement provided by the external auditors during the financial year.

With the outcome of the annual assessment of external auditors, the Board had approved the Audit Committee's recommendation for the shareholders' approval to be sought at the Annual General Meeting on the reappointment of external auditors.

### **II RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK**

The Board acknowledges its responsibility for the Group's system of internal control, which includes the establishment of an appropriate control environment and framework as well as reviewing its adequacy and integrity. Due to the limitations that are inherent in any system of internal control, this system is designed to manage, rather than eliminate, the risk of failure to achieve corporate objectives. Accordingly, it can only provide reasonable but not absolute assurance against material misstatement or loss. In overall, the system of internal control covers financial, organisational, operational and compliance controls.

Additionally, the Board has established and implemented a sound framework of risk management which encompasses a policy that defined the key features of risk management procedures, risk management organisational structure, risk escalation process and a practice of review of framework. With that, the Group has established a Risk Management Committee that oversees and reports all risk management related matters to the Audit Committee and the Board.

The Group outsourced its internal audit function to a professional firm of consultants, YNC Business Consulting Sdn Bhd ("YNC") that adopts internal audit standards and best practices based on the International Professional Practices Framework (IPPF), endorsed by the Institute of Internal Auditors Malaysia.

YNC is sufficiently resourced to provide the services that meet with the Group's required service level in providing an independent assessment on the adequacy, efficiency and effectiveness of the Group's internal control systems. All personnel deployed by YNC are free from any relationships or conflicts of interest, which could impair their objectivity and independence during their course of work.

The internal audit adopted a risk-based approach and prepared its plan based on the risk profiles of the major business units in the Group in accordance with the Committee of Sponsoring Organizations of the Treadway Commission (COSO) framework. Opportunities for improvement to the system of internal control were identified and presented to the Audit Committee via internal audit reports, whilst Management formulated the relevant action plans to address the issues noted.

The details of the internal control are set out under Statement on Risk Management and Internal Control in this Annual Report.



# CORPORATE GOVERNANCE OVERVIEW STATEMENT [CONT'D]

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

### **I COMMUNICATION WITH STAKEHOLDERS**

The Board acknowledges the need and importance of ensuring prompt dissemination of information to shareholders, investors and regulatory bodies with an aim to give clear and complete information of the Group's financial performance as well as corporate initiatives and operations within the bounds of practicality and regulatory framework governing release of material and price sensitive information.

The Board recognises the need for shareholders to be kept updated with all material business matters affecting the Group. Shareholders are provided with an overview of the Group's performance and operations through timely release of financial results on yearly and quarterly basis as well as various other announcements. Shareholders may also access information about the Group via the Company's corporate website at [www.seehip.com.my](http://www.seehip.com.my).

The Board peruses through and approves all announcements prior to release of the same to Bursa Securities. At the same time, the Board will take reasonable steps to ensure that all who invest in the Company's securities enjoy equal access to such information to avoid an individual or selective disclosure.

### **II CONDUCT OF GENERAL MEETINGS**

The Annual General Meeting provides a platform for Board dialogue and interaction with shareholders where shareholders and investors may seek clarifications on the Group's businesses, performance and prospects. At the AGM, shareholders are encouraged by the Chairman of the meeting to ask questions or seek clarifications on the agenda of the meeting.

In exercising good corporate governance, the Notice for the AGM is circulated at least 28 days prior to the date of meeting.

This statement was approved by the Board of Directors on 28 May 2025.



# STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

## Introduction

The Board is committed in exercising good corporate governance in overseeing the Group's business operations and thus, seeks to adopt the guidance provided in the publication "Statement on Risk Management and Internal Control: Guidelines for Directors of Public Listed Companies" (the "Guidelines"), which is prepared in accordance with Paragraph 15.26(b) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad. Accordingly, the Board confirms that there is an ongoing process for identifying, evaluating and managing significant risks faced by the Group, that has been in place for the financial year and that this process is periodically reviewed by the Board and accords with the Guidelines.

## Board Responsibility for Risk Management and Internal Control

The Board affirms its overall responsibility in maintaining a sound process of internal control and risk management practices and for reviewing the adequacy and integrity of the system to safeguard shareholders' investments and the Group's assets. The process covers not only financial controls but also operational and compliance controls. In view of the limitation inherent in any process, the Board recognizes that the system is designed to manage, rather than eliminate, the risks of not adhering to the Group's policies and achieving corporate objectives within the risk tolerance established by the Board and the Management. Therefore, the system provides reasonable, but not absolute, assurance against the occurrence of any material misstatement, loss or fraud.

## Enterprise Risk Management Framework

The formalisation of the Group's Risk Management Framework which is based on Committee of Sponsoring Organizations of the Treadway Commission ("COSO") Enterprise Risk Management Framework incorporates an on-going process of identifying, controlling, monitoring and reporting materials risks which may have an impact on the achievement of the Group's strategic business objectives. Additionally, the framework underlines the importance of balancing between risk and reward in making corporate decisions and acts as a tool for the Board and Group in anticipating and managing both existing and potential risks.

Risks are considered in the development and administration of the business in order to provide assurance to the Board and relevant stakeholders on the adequacy and effectiveness of risk management. Besides, the Board established a Risk Management Committee, whose responsibilities, amongst others, include overseeing the effective implementation of the framework.

Through the assistance of external advisors, the Board developed and formalised the Risk Management Framework which comprises the following key elements of a risk governance structure:

### Risk Management Organisational Structure

The Group adopts the Three Lines of Defense model to enhance the effectiveness of its risk management and internal control system. The following diagram outlines the main parties and their roles and responsibilities:

|                        |                           |  |
|------------------------|---------------------------|--|
| Third line of defense  | Board of Directors        | <ul style="list-style-type: none"><li>Overseeing the overall risk management and internal control framework.</li><li>Approve risk management framework and organisational structure.</li><li>Develop the risk appetite of the Group.</li><li>Review and deliberate on reports of risk management and internal control.</li></ul>   |
| Second line of defense | Audit Committee           | <ul style="list-style-type: none"><li>Assist in evaluating the adequacy of the Group's risk management and internal control framework.</li><li>Monitor the discharge of roles and responsibilities of the Risk Management Committee.</li><li>Review the reports from the Risk Management Committee and the Group's Risk Register.</li></ul>  |
|                        | Risk Management Committee | <ul style="list-style-type: none"><li>Administration of risk update, i.e. assessment and consolidation of department risk register prior to updating Group's Risk Register.</li><li>Analyse and advise on action plans for mitigating risks identified.</li><li>Oversees the compliance of Risk Management Framework and its development.</li></ul>  |
| First line of defense  | Head of Department(s)     | <ul style="list-style-type: none"><li>Primarily responsible for managing risks on a day to day basis.</li><li>Coordinate with Risk Management Committee on implementation of risk management policy and practices.</li><li>Adopt and monitor the execution of mitigation actions where appropriate.</li><li>Conduct preliminary risk review and carry out initial update of risk register.</li></ul> |

# STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL [CONT'D]

## Enterprise Risk Management Framework (cont'd)

### Risk Management Process

A summary of the risk management procedures undertaken under the structure of the Group's Risk Management Framework can be delineated as such:

- i. Risk Identification Process
  - Procedures of identifying all hazards, threats or opportunities which may impact the achievement of the Group's business objectives.
  - Identification of risk process is to be carried out under the responsibility of all level of management team of the Group in relation to existing and proposed activities, systems and procedures.
  - Discussion and review between control or risk owner(s) on new risk identified prior to update of the risk database.
- ii. Risk Evaluation Process
  - Process of ranking risk based on a set of prescribed measures which involves the consideration of the following:
    - Likelihood of this risk(s) may occur.
    - Potential impact/consequence of risk(s), should it occur.
  - Assessment of risk is undertaken by combining estimates of impact and likelihood within the context of existing control environment and measures.
  - Additionally, risk assessment scale shall be accompanied with the utilisation of experience and judgement by the Management.
- iii. Risk Treatment Process
  - This phase involves the identification of risk mitigation measures and evaluation of those options in relation to the range of risk identified.
  - Upon the finalisation of said plan, the implementations of mitigation actions are delegated for execution.
- iv. Risk Monitoring and Reporting
  - Procedures which include the review of status of action plans and key performance indicators, where applicable in view to provide assurance that risks are being managed as expected.
  - Regular monitoring of the Group's risk profile in pursuance of reflecting the changing circumstances and new exposures.
  - Risk reporting structure that defines the level of risk escalation process and format of reporting for progressive status update and matters which requires immediate actions.

In addition, the formalisation of the abovementioned framework encompasses the following additional key elements:

- The Group Executive Directors in consultation with key management personnel of respective operating companies are tasked with the responsibility to identify and communicate to the Board of Directors the critical risks (both present and potential) the Group faces, their changes and the management action plans to manage the risks;
- The Group Internal Auditors reporting directly to the Audit Committee together with a summary of the key findings to present to the Board for consideration; and
- The entire ERM process will be reviewed by the Risk Management Committee as and when circumstances indicate a need for full review in which significant risks which may inflict the Group are re-evaluated according to their likelihood of occurrence and severity of consequence. Existing controls to mitigate and manage these risks are then re-assessed and strengthened.
- No significant risk has been identified which in the event of its occurrence will result in a critical disruption to operations or materially impact its financial performance on a Group basis.

In summary, the Group's financial and operation performance are influenced by a range of risk factors, from those being monitored and managed presently, to those current assessed as insignificant or beyond the Group's control. Principally, areas for risk identification of the Group may be categorised into general categories such as cost of operation, sales and marketing, customer service, human resource and competitive threat. Henceforth, the aim of the abovementioned risk governance structure is to fully aid the Group in mitigating those exposures.

## STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL [CONT'D]

### Internal Audit Function

The Group outsourced its internal audit function to a professional firm of consultants to provide the Board with much of the assurance it requires regarding the adequacy and integrity of the system of internal control.

The internal auditors report to the Audit Committee on internal audit findings and recommend remedial action plans for possible improvement for the audited areas. The highlighted internal audit findings are followed-up by the internal auditors as well to highlight the control weaknesses, if any, are properly addressed by the management.

During the financial year, the internal audit function reviewed the internal controls in the key activities of the Group's businesses on the basis of an annual internal audit plan approved by the Audit Committee. The internal audit adopted a risk-based approach and prepared its plan based on the risk profiles of the major business units in the Group. Opportunities for improvement to the system of internal control were identified and presented to the Audit Committee via internal audit reports, whilst Management formulated the relevant action plans to address the issues noted.

A total of 2 internal audit reviews were conducted by YNC Business Consulting Sdn. Bhd. for the financial year ended 31 March 2025. The details of the said review can be delineated as follows:-

| Name of Auditee                | Audited Areas   |
|--------------------------------|---|
| SH Worldwide Logistics Sdn Bhd | Internal control over Account Month End Closing process |
| SH Global Freight Sdn Bhd      | Internal Control over Quote to Receivable Process       |

### Other Key Risk Management and Internal Control Processes

Apart from risk management and internal audit, the Board has established the following processes throughout the financial year:

- an organisational structure with formally defined lines of responsibility and delegation of authority, with appropriate personnel heading the various business units in the Group, has been established;
- a process of hierarchical reporting has been drawn up, which provides for a documented and auditable trail of accountability. The procedures include the establishment of authority limits, credit control and have in practice a policy of continuous staff training and development, staff performance evaluations and the conduct of due inquiries on serious misconduct. These procedures are relevant across the Group's operations and provide for continuous assurance to be given at increasingly higher levels of Management and, finally, to the Board;
- monthly management accounts of all subsidiaries and associates are presented by senior finance and accounting personnel to key executive directors to review financial performance to date and address areas of financial and operational concerns;
- the Group Managing Director also reports to the Board on significant changes in the business and external environment, which affects the operations of the Group at large. The Executive Directors also provide the Board with quarterly financial information, including pertinent explanations on the performance of the Group;
- where areas for improvement in the system are identified, the Board considers the recommendations made by the Audit Committee and Management; and
- The Management has in place internal policies on the expected code of conduct and ethics which are presently communicated verbally to its employees to facilitate a conducive working environment.

## STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL [CONT'D]

### Review of the statement by External Auditors

As required by paragraph 15.23 of Bursa Malaysia Securities Berhad's Listing Requirements, the External Auditors have reviewed this Statement on Risk Management and Internal Control ("Statement"). Their review procedures were performed in accordance with the Audit and Assurance Practice Guide 3 ("AAPG 3") issued by the Malaysian Institute of Accountants ("MIA") on the Statement on Risk Management and Internal Control for inclusion in the Annual Report of the Group for the financial year ended 31 March 2025.

Based on their review, the external auditors have reported that nothing has come to their attention that cause them to believe, based on the procedures performed and evidenced obtained, that the Statement intended to be included in the Annual Report is 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 Issuer to be set out, nor is factually inaccurate.

### The Board's Opinion

The Board has received assurance from the Group Managing Director and the Finance Manager that the Group's risk management and internal control systems have been operating adequately and effectively, in all material aspects, during the financial year under review and up to date of this statement. Taking this assurance into consideration, the Board is of the view that there were no significant weaknesses in the current system of internal control of the Group that may have material impact on the operations of the Group for the financial year ended 31 March 2025 and there are sound and sufficient controls in place within the Group.

The Board recognizes the importance of strong internal control and risk management processes to protect the Group's interest and that of its stakeholders, particularly on enhancing shareholder value. In this regard, the Board will continuously monitor the effectiveness of these processes and, where necessary, take the necessary improvement actions.

*This statement is issued in accordance with a resolution of the Directors dated 28 May 2025.*





# AUDIT COMMITTEE REPORT

The primary purpose of the Audit Committee is to support and advise the Board by providing an oversight of the financial reporting process, the system of internal controls, the audit procedures, and compliance with laws and regulations by:

- Overseeing the integrity of the financial statements and any formal announcements relating to financial performance;
- Reviewing the adequacy and entirety of internal controls system and risk management framework;
- Assessing the effectiveness of the internal audit function;
- Reviewing the performance and independence of the auditors; and
- Recommending to the Board in relation to the appointment, re-appointment and removal of the external auditor and approve the remuneration and terms of engagement of the auditor.

The Terms of Reference of the Audit Committee are available on the Company's website at [www.seehip.com.my](http://www.seehip.com.my).

## MEMBERSHIP

Members of the Committee comprise the following:

| Name           | Designation   |
|----------------|---|
| Soon Gim Wooi  | Chairman, <i>Independent Non- Executive Director</i>  |
| Lim Siew Wee   | Member, <i>Independent Non-Executive Director</i>     |
| Lee Phay Chian | Member, <i>Non-Independent Non-Executive Director</i> |

## COMPOSITION

The Committee, which is appointed by the Board from amongst its members, shall fulfill the following requirements:

- the Committee must be composed of no fewer than three (3) members, all of whom must be non-executive directors, with the majority being Independent Directors; or
- at least one member of the Committee must be a member of the Malaysian Institute of Accountants (MIA); or
- if the member is not a member of the MIA, the member must have at least 3 years' working experience and:
  - Has passed the examinations specified in Part I of the 1st Schedule of the Accountants Act 1967; or
  - Be a member of one of the associations of accountants specified in Part II of the 1st Schedule of the Accountants Act 1967; or
- such other requirements as prescribed or approved by the Bursa Malaysia Securities Berhad.

If a member of the Committee resigns, dies, or for any reason ceases to be a member with the result that the number of members is reduced to below three (3), the Board shall within three (3) months of the event appoint such number of new members as may be required to fill the vacancy.

A former key audit partner of the Company shall observe a cooling-off period of at least three (3) years before being appointed as a member of the Committee.

No alternate Director is appointed a member of the Committee.

Quorum shall be the majority of members present.

The term of office of the Committee members shall be reviewed by the Board at least once every three (3) years. Additionally, the Board assesses the performance of the Committee and its members through an annual effectiveness assessment. The Board is satisfied that the Committee discharged their roles, functions and duties in accordance with the Committee's Terms of Reference, in support of the Board in ensuring a good governance structure within the Group.

## AUDIT COMMITTEE REPORT [CONT'D]

### CHAIRMAN OF AUDIT COMMITTEE

The Chairman of the Committee shall be an Independent Non-Executive Director.

In the absence of the Chairman, the members of the Committee shall elect a Chairman from among their number who shall be an Independent Non-Executive Director.

### ATTENDANCE AT MEETINGS

The Committee met on four (4) occasions during the financial year. Details of the attendance of the Committee are as follows:

| Name of Committee | Attendance |
|-------------------|------------|
| Soon Gim Wooi     | 4/4        |
| Lee Phay Chian    | 4/4        |
| Lim Siew Wee      | 2/2        |

The agenda, together with working papers, was circulated at least one week before each meeting to members of the Committee.

A representative of the external auditors and the internal audit function are invited at least twice annually to attend a meeting. The external auditors may request a meeting if they consider that one is necessary.

### AUTHORITY

The Committee is authorized by the Board to investigate any activity within its terms of reference. It is authorized to seek any information it requires from any employee and all employees are directed to cooperate with any request made by the Committee.

The Committee is authorized by the Board to obtain legal or other independent professional advice and to secure the attendance of outsiders with relevant experience and expertise if it considers this necessary.

### ACTIVITIES

The activities of the Committee during the financial year were as follows:

| Area                       | Activities  |
|----------------------------|---|
| <b>Financial Reporting</b> | <ul style="list-style-type: none"><li>Reviewed the quarterly unaudited financial results and the audit findings in relation to the annual audited financial statements of the Group and its related notes to the financial statements for the period ended 31 March 2025 and relevant announcements before recommending to the Board for approval.</li><li>Reviewed significant events, material adjustments and materials issues (if any) in quarterly results and obtained sufficient clarification from the Management in view of the major accounting principles and policies that were applied and the reasonableness of judgements and estimations made in the preparation of financial statements and similar disclosures.</li><li>Deliberated and confirmed with the Management that the Group's financial records have been prepared in compliance with applicable Financial Reporting Standards with the consideration of safeguarding the accuracy and integrity of information.</li></ul> |

## AUDIT COMMITTEE REPORT (CONT'D)

### ACTIVITIES (CONT'D)

| Area                              | Activities   |
|-----------------------------------|--|
| <b>External Audit</b>             | <ul style="list-style-type: none"> <li>Discussed with the external auditor the audit plan, nature and scope of the audit, key audit matters, updates on financial reporting, audit timeline, deliverables, and proposed audit fees.</li> <li>Considered the external auditors' assessment of the Group's internal control structure to ascertain that adequate and effective procedures were established for administration of the Group's financial reporting.</li> <li>Carried out an assessment over the performance and independence of the external auditors for the financial year. In summary, the assessment considered the quality of services provided, the adequacy of resources allocated in terms of professional staff assigned.</li> <li>Held two private sessions with the external auditors without the presence of the Executive Directors and Management staff on 28 February 2025 and 28 May 2025 to discuss any auditor-related concerns. The external auditors did not raise any issues of concern during these sessions.</li> </ul> |
| <b>Internal Audit and Control</b> | <ul style="list-style-type: none"> <li>Reviewed the internal audit plans and reports during the financial year on two (2) internal audit visits conducted, with deliberation on the recommendations thereof and the Management's responses on action implementation. Furtherance to which, a discussion with the Management on the actions to improve the system of internal control was carried out in relation to improvement opportunities identified in the said internal audit reports.</li> <li>Monitored the implementation of agreed corrective actions by Management and assessed justifications for any delays.</li> <li>Evaluated the effectiveness of the internal audit function, including scope of work, auditors' understanding of business operations, resource sufficiency, service quality and quality of deliverables.</li> </ul>  |
| <b>Other Matters</b>              | <ul style="list-style-type: none"> <li>Reviewed and recommended to the Board, the Audit Committee Report and Statement on Risk Management and Internal for inclusion in the Annual Report</li> <li>Made enquiries into any conflict of interest or potential conflict of interest situations involving Directors or Key Senior Management. No such issues were reported during the year under review.</li> </ul>   |

### INTERNAL AUDIT FUNCTION

The Group outsourced the internal audit function to a professional firm of consultants, YNC Business Consulting Sdn Bhd, to provide the Board with much of the assurance it requires regarding the adequacy and integrity of the system of internal control within the Group. The total cost incurred in respect of the internal audit function for the year was RM35,326.00.

During the financial year ended 31 March 2025, the internal audit function conducted two (2) cycles of internal audit to assess the effectiveness of the Group's internal control system. The scope of each internal audit exercise is detailed in the Statement on Risk Management and Internal Control included in this Annual Report.

The internal audit function is independent of the activities or operations of the Group. The principal role of the internal audit function is to undertake independent, regular and systematic reviews of the system of internal control to provide reasonable assurance that such system continues to operate satisfactorily and effectively. It is the responsibility of the internal audit function to provide the Audit Committee with independent and objective reports on the state of internal control of the various operating units within the Group.

The internal audit function adopted a risk-based approach in its review of the internal controls in the key activities of the major business units based on a detailed annual internal audit plan approved by the Audit Committee.

## ADDITIONAL COMPLIANCE INFORMATION

### 1. Status of Utilisation of Proceeds

There were no proceeds raised by the Company from any corporate proposals during the financial year under review.

### 2. Audit /Non-Audit fees

The amount of audit and non-audit fees payable to the external auditors by the Group and the Company for the financial are as follows:-

|                 | Group<br>(RM) | Company<br>(RM) |
|-----------------|---------------|-----------------|
| Audit Fees      | 232,000.00    | 45,000.00       |
| Non-Audit Fees* | 77,000.00     | 8,000.00        |

\* Income tax compliance and assurance related matters.

### 3. Material Contracts

There were no contracts entered into by the Company and its subsidiaries involving the interests of the Directors or major shareholders, either still subsisting at the end of the financial year or entered into since the end of the financial year.

### 4. Contract relating to Loan

There were no material contracts relating to loans entered into by the Company and its subsidiaries involving the interests of the Directors or major shareholders.

## DIRECTOR RESPONSIBILITY STATEMENT IN FINANCIAL REPORTING

The Board aims to provide and present a balanced and meaningful assessment of the Group's financial performance and prospects at the end of the financial year, primarily through the annual financial statements, quarterly announcement of results and the Management Discussion and Analysis in the Annual Report. The Board is assisted by the Audit Committee to oversee the Group's financial reporting processes and the quality of its financial reporting.

The Board is responsible for ensuring that the financial statements of the Group give a true and fair view of the state of affairs of the Group and of the Company as at the end of the financial year and of their results and cash flows for the year then ended. In preparing the financial statements, the Directors have ensured that Malaysian Financial Reporting Standards, International Financial Reporting Standards and the provisions of the Companies Act, 2016 have been applied.

In preparing the financial statements, the Directors have selected and applied consistently suitable accounting policies and made reasonable and prudent judgments and estimates.

The Directors also have a general responsibility for taking such steps that are reasonably open to them to safeguard the assets of the Group and to prevent and detect fraud and other irregularities.





# FINANCIAL STATEMENTS

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## DIRECTORS' REPORT

The directors hereby submit their report and the audited financial statements of the Group and the Company for the financial year ended 31 March 2025.

### Principal activities

The principal activity of the Company is that of investment holding. The principal activities and other details of the subsidiaries are disclosed in Note 8 to the financial statements.

### Results

|  | Group<br>RM        | Company<br>RM      |
|--|--------------------|--------------------|
| Loss for the financial year attributable to: |                    |                    |
| - Owners of the Company                      | (2,008,485)        | (5,303,202)        |
| - Non-controlling interests                  | (1,651,721)        | 0                  |
|  | <u>(3,660,206)</u> | <u>(5,303,202)</u> |

### Dividends

During the financial year, the Company declared and paid an interim single tier dividend of 2.70 sen per share amounting to RM2,146,152 in respect of financial year ended 31 March 2025.

### Reserves and provisions

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

### Issue of shares or debentures

The Company did not issue any shares or debentures during the financial year.

### Share options

The Company did not grant any share options during the financial year.

### Bad and doubtful debts

Before the financial statements were prepared, 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 provision for doubtful debts, and satisfied themselves that all known bad debts had been written off and that adequate provision had been made for doubtful debts.

At the date of this report, the directors are not aware of any circumstances which would render the amount written off for bad debts or the amount of the provision for doubtful debts inadequate to any substantial extent.

## DIRECTORS' REPORT [CONT'D]

### Current assets

Before the financial statements were prepared, the directors took reasonable steps to ensure that any current assets which were unlikely to be realised in the ordinary course of business including the value of current assets as shown in the accounting records have been written down to an amount which the current assets 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 current assets in the financial statements misleading.

### Valuation methods

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

### Contingent and other liabilities

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

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

No contingent or other liability has become enforceable, or is likely to become enforceable, within the period of twelve months after the end of the financial year which, in the opinion of the directors, will or may affect the ability of the Group or 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 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 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.

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 or the Company for the financial year in which this report is made.



## DIRECTORS' REPORT [CONT'D]

### Directors

The directors in office since the beginning of the financial year are:

#### Directors of the Company

|                |                          |
|----------------|--------------------------|
| Lee Chor Min   |                          |
| Ng Shiek Nee   | (retired on 11.9.2024)   |
| Lee Phay Chian |                          |
| Soon Gim Wooi  |                          |
| Lai Yew Chong  |                          |
| Lim Siew Wee   | (appointed on 11.9.2024) |

#### Directors of subsidiaries (other than directors of the Company)

|                                   |                         |
|-----------------------------------|-------------------------|
| Dato' Lee Hean Guan               |                         |
| Dato' Seri Teoh Hai Hin           |                         |
| Datuk Haji Muhadzir Bin Mohd. Isa |                         |
| Haji Shamsul Ariffin B. Mohd Nor  | (resigned on 19.8.2024) |
| Khoo Teng Lye                     |                         |
| Lee Hean Beng                     |                         |
| Lee Hean Huat                     |                         |
| Lee Hean Seng                     |                         |
| Lee Hean Teik                     |                         |
| Lee Yee Huei                      |                         |
| Lee Yee Ping                      |                         |
| Leong Lee Shan                    |                         |
| Li Chau Ging                      |                         |
| Li Chun Huat                      |                         |
| Lim Weng Nam                      |                         |
| Prasit Rungnapha                  |                         |
| Shazdura Binti Shamsul Ariffin    |                         |
| Teh Bee Ling                      |                         |
| Teoh Huan Shim                    |                         |
| Tong Wei Wei                      |                         |
| Wong Yen Fen                      |                         |
| Zulkifli Bin Jaafar               |                         |

### Directors' interests

According to the register of directors' shareholdings, the interests in shares in the Company and its subsidiary of the directors in office at the end of the financial year are as follows:

| Name of director                                       | Number of ordinary shares |           |      |                         |                        |                         |
|--|---------------------------|-----------|------|-------------------------|------------------------|-------------------------|
|  | Direct interest           |           |      |                         | Deemed interest        |                         |
|  | Balance at<br>1.4.2024    | Bought    | Sold | Balance at<br>31.3.2025 | Balance at<br>1.4.2024 | Balance at<br>31.3.2025 |
| Shares in the Company<br>(See Hup Consolidated Berhad) |                           |           |      |                         |                        |                         |
| Lee Chor Min   | 3,100,000                 | 1,000,000 | 0    | 4,100,000               | 12,744,935             | 12,744,935              |

## DIRECTORS' REPORT [CONT'D]

### Directors' interests (cont'd)

| Name of director   | Number of ordinary shares |        |      |                         |                        |                         |
|--|---------------------------|--------|------|-------------------------|------------------------|-------------------------|
|  | Direct interest           |        |      | Deemed interest         |                        |                         |
|  | Balance at<br>1.4.2024    | Bought | Sold | Balance at<br>31.3.2025 | Balance at<br>1.4.2024 | Balance at<br>31.3.2025 |
| Shares in the subsidiary<br>(SH Worldwide Logistics Sdn. Bhd.) |                           |        |      |                         |                        |                         |
| Lai Yew Chong  | 54,100                    | 56,400 | 0    | 110,500                 | 0                      | 0                       |

By virtue of his interests in shares in the Company, Lee Chor Min is deemed to have interests in shares in the subsidiaries to the extent of the Company's interests pursuant to Section 8 of the Companies Act 2016.

### Directors' benefits

Since the end of the previous financial year, no director has received or become entitled to receive any benefit (other than the directors' remuneration as disclosed in Note 24 to the financial statements) by reason of a contract made by the Company or a related corporation with the director or with a firm of which the director is a member, or with a company in which the director has a substantial financial interest.

Neither during nor at the end of the financial year, was the Company a party to any arrangement 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.

### Indemnity and insurance for directors and officers

There was no indemnity given to or liability insurance effected for any director or officer of the Group or the Company during the financial year.

### Auditors

The auditors, Crowe Malaysia PLT, have expressed their willingness to continue in office. The auditors' remuneration is disclosed in Note 25 to the financial statements. There was no indemnity given to or liability insurance effected for the auditors during the financial year.

**Signed in accordance with a resolution of the directors dated 25 July 2025**

**Lee Chor Min**

**Lai Yew Chong**



## STATEMENT BY DIRECTORS

In the opinion of the directors, the financial statements set out on pages 84 to 139 give a true and fair view of the financial position of the Group and the Company as at 31 March 2025 and of their financial performance and cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

**Signed in accordance with a resolution of the directors dated 25 July 2025**

**Lee Chor Min**

**Lai Yew Chong**

## STATUTORY DECLARATION

I, Lee Chor Min, being the director primarily responsible for the financial management of See Hup Consolidated Berhad, do solemnly and sincerely declare that the financial statements set out on pages 84 to 139 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  
abovenamed Lee Chor Min at George  
Town in the State of Penang on this 25  
July 2025

**Lee Chor Min**

Before me

**Shamini A/P Shanmugam**  
**No. P157**  
**Commissioner for Oaths**

# INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SEE HUP CONSOLIDATED BERHAD

## Report on the audit of the financial statements

### *Opinion*

We have audited the financial statements of See Hup Consolidated Berhad, which comprise the statements of financial position as at 31 March 2025 of the Group and the Company, and the statements of comprehensive income, statements of changes in equity and statements of cash flows of the Group and the Company for the financial year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 84 to 139.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and the Company as at 31 March 2025, and of their financial performance and cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

### *Basis for opinion*

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

### *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 the Company of the current period. These matters were addressed in the context of our audit of the financial statements of the Group and the Company as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.



## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SEE HUP CONSOLIDATED BERHAD [CONT'D]

| <i>Key audit matter</i>  | <i>How our audit addressed the key audit matter</i>  |
|--|--|
| <p><u>Impairment of receivables (Refer to Notes 3 and 14 to the financial statements)</u></p> <p>The Group carries significant receivables and is subject to major credit risk exposure. The Group recognises loss allowance for expected credit losses on receivables based on an assessment of credit risk. Such assessment involves judgements and estimation uncertainty in analysing information about past events, current conditions and forecasts of future economic conditions.</p> | <p>Our audit procedures included, among others:</p> <ul style="list-style-type: none"> <li>• Obtaining an understanding of: <ul style="list-style-type: none"> <li>• the Group's control over the receivable collection process;</li> <li>• how the Group identifies and assesses the impairment of receivables; and</li> <li>• how the Group makes the accounting estimates for impairment.</li> </ul> </li> <li>• Reviewing the ageing analysis and past due status of receivables and testing the reliability thereof.</li> <li>• Reviewing the subsequent cash collections for major receivables and overdue amounts.</li> <li>• Making inquiries of management regarding the action plans to recover overdue amounts.</li> <li>• Reviewing the computation of historical observed default rates and adjustment for forward-looking estimates used to develop the provision matrix.</li> <li>• Evaluating the reasonableness and adequacy of the resulting loss allowance recognised.</li> </ul> |

We have determined that there are no key audit matters to communicate in our report in respect of the audit of the financial statements of the Company.

### *Information other than the financial statements and auditors' report thereon*

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

Our opinion on the financial statements of the Group and 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 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 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.

# INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SEE HUP CONSOLIDATED BERHAD [CONT'D]

## *Responsibilities of the directors for the financial statements*

The directors of the Company are responsible for the preparation of financial statements of the Group and 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 the Company that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements of the Group and 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 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 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 TO THE MEMBERS OF SEE HUP CONSOLIDATED BERHAD [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 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 the Company, including the disclosures, and whether the financial statements of the Group and 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 financial statements of the Group. 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 the Company of the current period 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 requirements of the Companies Act 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors are disclosed in Note 8 to the financial statements.

# INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SEE HUP CONSOLIDATED BERHAD [CONT'D]

## 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

**Eddy Chan Wai Hun**  
02182/10/2025 J  
Chartered Accountant

Date: 25 July 2025

Penang





# CONSOLIDATED STATEMENT OF FINANCIAL POSITION

AS AT 31 MARCH 2025

|  | Note | 2025<br>RM        | 2024<br>RM        |
|--|------|-------------------|-------------------|
| <b>Non-current assets</b>                    |      |                   |                   |
| Property, plant and equipment                | 4    | 31,233,803        | 32,786,802        |
| Investment properties                        | 5    | 2,295,561         | 2,326,569         |
| Right-of-use assets                          | 6    | 29,292,108        | 31,935,144        |
| Goodwill                                     | 7    | 0                 | 0                 |
| Investments in associates                    | 9    | 9,073,177         | 9,401,746         |
| Other investments                            | 10   | 899,469           | 1,137,158         |
| Deferred tax assets                          | 11   | 380,000           | 258,000           |
|  |      | <u>73,174,118</u> | <u>77,845,419</u> |
| <b>Current assets</b>                        |      |                   |                   |
| Inventories                                  | 12   | 99,555            | 85,181            |
| Contract assets                              | 13   | 95,676            | 0                 |
| Receivables                                  | 14   | 29,589,278        | 30,062,085        |
| Prepayments                                  |      | 2,726,331         | 2,178,236         |
| Current tax assets                           |      | 753,627           | 858,850           |
| Cash and cash equivalents                    | 15   | 16,086,754        | 21,084,978        |
|  |      | <u>49,351,221</u> | <u>54,269,330</u> |
| <b>Current liabilities</b>                   |      |                   |                   |
| Payables                                     | 16   | 17,998,994        | 18,874,817        |
| Loans and borrowings                         | 17   | 3,168,027         | 2,752,122         |
| Lease liabilities                            | 18   | 4,015,587         | 5,304,244         |
| Current tax liabilities                      |      | 66,009            | 182,500           |
|  |      | <u>25,248,617</u> | <u>27,113,683</u> |
| <b>Net current assets</b>                    |      | <u>24,102,604</u> | <u>27,155,647</u> |
| <b>Non-current liabilities</b>               |      |                   |                   |
| Deferred tax liabilities                     | 11   | 332,000           | 708,466           |
| Loans and borrowings                         | 17   | 16,198,991        | 17,334,781        |
| Lease liabilities                            | 18   | 3,461,658         | 3,482,483         |
|  |      | <u>19,992,649</u> | <u>21,525,730</u> |
| <b>Net assets</b>                            |      | <u>77,284,073</u> | <u>83,475,336</u> |
| <b>Equity</b>                                |      |                   |                   |
| Share capital                                | 19   | 81,109,469        | 81,109,469        |
| Treasury shares                              | 19   | (959,175)         | (959,175)         |
| Fair value reserve                           |      | 0                 | 0                 |
| (Accumulated losses)/Retained profits        |      | (8,129,921)       | 127,132           |
| Equity attributable to owners of the Company |      | <u>72,020,373</u> | <u>80,277,426</u> |
| Non-controlling interests                    | 20   | 5,263,700         | 3,197,910         |
| <b>Total equity</b>                          |      | <u>77,284,073</u> | <u>83,475,336</u> |

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

# CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025

|  | Note | 2025<br>RM         | 2024<br>RM         |
|--|------|--------------------|--------------------|
| Revenue  | 21   | 118,645,065        | 126,269,389        |
| Other income   |      | 2,919,724          | 3,395,920          |
| Impairment losses on contract assets and financial assets    | 22   | (1,705,661)        | (3,546,041)        |
| Depreciation   | 23   | (8,081,898)        | (8,221,933)        |
| Employee benefits expense                                    | 24   | (28,458,844)       | (28,103,781)       |
| Other expenses   |      | (85,280,851)       | (87,831,948)       |
| (Loss)/Profit from operations                                |      | <u>(1,962,465)</u> | <u>1,961,606</u>   |
| Finance costs  |      | (1,333,735)        | (1,505,611)        |
| Share of associates' profit/(loss)                           |      | 71,431             | (3,090,995)        |
| Loss before tax  | 25   | <u>(3,224,769)</u> | <u>(2,635,000)</u> |
| Tax expense  | 26   | (435,437)          | (667,441)          |
| Loss for the financial year                                  |      | <u>(3,660,206)</u> | <u>(3,302,441)</u> |
| Other comprehensive income for the financial year            |      | 0                  | 0                  |
| Comprehensive income for the financial year                  |      | <u>(3,660,206)</u> | <u>(3,302,441)</u> |
| (Loss)/Profit for the financial year attributable to:        |      |                    |                    |
| - Owners of the Company                                      |      | (2,008,485)        | (3,884,303)        |
| - Non-controlling interests                                  | 20   | <u>(1,651,721)</u> | <u>581,862</u>     |
|  |      | <u>(3,660,206)</u> | <u>(3,302,441)</u> |
| Comprehensive income for the financial year attributable to: |      |                    |                    |
| - Owners of the Company                                      |      | (2,008,485)        | (3,884,303)        |
| - Non-controlling interests                                  |      | <u>(1,651,721)</u> | <u>581,862</u>     |
|  |      | <u>(3,660,206)</u> | <u>(3,302,441)</u> |
| Loss per share:  | 27   |                    |                    |
| - Basic (sen)  |      | <u>(2.53)</u>      | <u>(4.89)</u>      |
| - Diluted (sen)  |      | <u>(2.53)</u>      | <u>(4.89)</u>      |

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

# CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025

|  | Share capital<br>RM | Treasury shares<br>RM | Fair value reserve<br>RM | Retained profits/<br>(Accumulated losses)<br>RM | Equity attributable to owners of the Company<br>RM | Non-controlling interests<br>RM | Total equity<br>RM |
|--|---------------------|-----------------------|--------------------------|---|--|---------------------------------|--------------------|
| Balance at 1 April 2023  | 81,109,469          | (959,175)             | (53,200)                 | 7,598,016                                       | 87,695,110   | 944,204                         | 88,639,314         |
| Dividend to owners of the Company (Note 28)                              | 0                   | 0                     | 0                        | (2,146,152)                                     | (2,146,152)  | 0                               | (2,146,152)        |
| Dividends to non-controlling interests                                   | 0                   | 0                     | 0                        | 0   | 0  | (61,385)                        | (61,385)           |
| Distributions to owners  | 0                   | 0                     | 0                        | (2,146,152)                                     | (2,146,152)  | (61,385)                        | (2,207,537)        |
| Changes in ownership interests in subsidiaries                           | 0                   | 0                     | 0                        | (1,387,229)                                     | (1,387,229)  | 1,733,229                       | 346,000            |
| Total transactions with owners   | 0                   | 0                     | 0                        | (3,533,381)                                     | (3,533,381)  | 1,671,844                       | (1,861,537)        |
| (Loss)/Profit (representing comprehensive income) for the financial year | 0                   | 0                     | 0                        | (3,884,303)                                     | (3,884,303)  | 581,862                         | (3,302,441)        |
| Fair value reserve transfer to retained profits                          | 0                   | 0                     | 53,200                   | (53,200)  | 0  | 0                               | 0                  |
|  | 0                   | 0                     | 53,200                   | (3,937,503)                                     | (3,884,303)  | 581,862                         | (3,302,441)        |
| Balance at 31 March 2024   | 81,109,469          | (959,175)             | 0                        | 127,132   | 80,277,426   | 3,197,910                       | 83,475,336         |
| Dissolution of subsidiary  | 0                   | 0                     | 0                        | 0   | 0  | (904)                           | (904)              |
| Dividend to owners of the Company (Note 28)                              | 0                   | 0                     | 0                        | (2,146,152)                                     | (2,146,152)  | 0                               | (2,146,152)        |
| Dividends to non-controlling interests                                   | 0                   | 0                     | 0                        | 0   | 0  | (944,400)                       | (944,400)          |
| Distributions to owners  | 0                   | 0                     | 0                        | (2,146,152)                                     | (2,146,152)  | (944,400)                       | (3,090,552)        |
| Changes in ownership interests in subsidiaries (Note 20)                 | 0                   | 0                     | 0                        | (4,102,416)                                     | (4,102,416)  | 4,662,815                       | 560,399            |
| Total transactions with owners   | 0                   | 0                     | 0                        | (6,248,568)                                     | (6,248,568)  | 3,718,415                       | (2,530,153)        |
| Loss (representing comprehensive income) for the financial year          | 0                   | 0                     | 0                        | (2,008,485)                                     | (2,008,485)  | (1,651,721)                     | (3,660,206)        |
| Balance at 31 March 2025   | 81,109,469          | (959,175)             | 0                        | (8,129,921)                                     | 72,020,373   | 5,263,700                       | 77,284,073         |

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

# CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025

|   | Note | 2025<br>RM       | 2024<br>RM        |
|---|------|------------------|-------------------|
| <b>Cash flows from operating activities</b>               |      |                  |                   |
| Loss before tax   |      | (3,224,769)      | (2,635,000)       |
| Adjustments for:  |      |                  |                   |
| Depreciation  |      | 8,081,898        | 8,221,933         |
| Dividend income   |      | (24,674)         | (37,184)          |
| Fair value gains on financial instruments                 |      | (179,494)        | (196,713)         |
| Gain on derecognition/disposal of right-of-use assets     |      | (47,482)         | (4,801)           |
| Gain on disposal of property, plant and equipment         |      | (1,263,409)      | (632,592)         |
| Impairment losses on contract assets and financial assets |      | 1,705,661        | 3,546,041         |
| Impairment loss on goodwill                               |      | 0                | 704,273           |
| Interest expense  |      | 1,318,225        | 1,505,611         |
| Interest income   |      | (300,903)        | (332,333)         |
| Inventories written off                                   |      | 0                | 2,383,165         |
| Property, plant and equipment written off                 |      | 16,696           | 4                 |
| Share of associates' (profit)/loss                        |      | (71,431)         | 3,090,995         |
| Unrealised loss/(gain) on foreign exchange                |      | 17,455           | (13,672)          |
| Operating profit before working capital changes           |      | <u>6,027,773</u> | <u>15,599,727</u> |
| Changes in:   |      |                  |                   |
| Inventories   |      | (14,374)         | 175,804           |
| Contract assets   |      | (95,676)         | 0                 |
| Receivables   |      | (1,236,723)      | (5,844,997)       |
| Prepayments   |      | (548,095)        | 1,227,215         |
| Contract liabilities                                      |      | 0                | (4,292,813)       |
| Payables  |      | <u>(884,573)</u> | <u>2,448,402</u>  |
| Cash generated from operations                            |      | 3,248,332        | 9,313,338         |
| Interest and fund distributions received                  |      | 407,933          | 497,841           |
| Tax paid  |      | (1,010,867)      | (1,098,759)       |
| Tax refunded  |      | <u>65,696</u>    | <u>135,845</u>    |
| Net cash from operating activities                        |      | <u>2,711,094</u> | <u>8,848,265</u>  |
| <b>Cash flows from investing activities</b>               |      |                  |                   |
| Acquisition of property, plant and equipment              |      | (1,067,597)      | (1,776,070)       |
| Acquisition of right-of-use assets                        | 29   | 350,528          | 868,232           |
| Acquisition of other investments                          |      | (79,550)         | (112,200)         |
| Dividends received  |      | 424,674          | 437,184           |
| Proceeds from disposal of property, plant and equipment   |      | 2,583,865        | 838,845           |
| Proceeds from disposal of right-of-use assets             |      | 390,000          | 0                 |
| Proceeds from disposal of other investments               |      | 389,703          | 1,046,194         |
| Subscription of shares in associate                       |      | <u>0</u>         | <u>(55,250)</u>   |
| Net cash from investing activities                        |      | <u>2,991,623</u> | <u>1,246,935</u>  |

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

## CONSOLIDATED STATEMENT OF CASH FLOWS [CONT'D]

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025

|  | Note | 2025<br>RM          | 2024<br>RM          |
|--|------|---------------------|---------------------|
| <b>Cash flows from financing activities</b>                  |      |                     |                     |
| Acquisition of shares from non-controlling interests         |      | (1)                 | 0                   |
| Capital distribution to non-controlling interests            |      | (904)               | 0                   |
| Changes in term deposits pledged as security                 |      | (137,405)           | 160,782             |
| Dividend paid to owners of the Company                       |      | (2,146,152)         | (2,146,152)         |
| Dividends paid to non-controlling interests                  |      | (944,400)           | (61,385)            |
| Increase/(Decrease) in short-term loans and borrowings (net) | 29   | 369,460             | (4,187,491)         |
| Interest paid  |      | (1,318,106)         | (1,505,611)         |
| Issue of shares to non-controlling interests                 |      | 560,400             | 346,000             |
| Payment of lease liabilities                                 | 29   | (6,126,938)         | (5,921,231)         |
| Repayment of term loans                                      | 29   | (1,089,464)         | (1,133,431)         |
| Net cash used in financing activities                        |      | <u>(10,833,510)</u> | <u>(14,448,519)</u> |
| Currency translation differences                             |      | (4,836)             | (1,644)             |
| Net decrease in cash and cash equivalents                    |      | (5,135,629)         | (4,354,963)         |
| Cash and cash equivalents at brought forward                 |      | 15,285,760          | 19,640,723          |
| Cash and cash equivalents carried forward                    | 15   | <u>10,150,131</u>   | <u>15,285,760</u>   |

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

# STATEMENT OF FINANCIAL POSITION

AS AT 31 MARCH 2025

|                             | Note | 2025<br>RM        | 2024<br>RM        |
|-----------------------------|------|-------------------|-------------------|
| <b>Non-current assets</b>   |      |                   |                   |
| Investments in subsidiaries | 8    | 60,549,179        | 35,289,156        |
| Investments in associates   | 9    | 7,090,642         | 9,862,706         |
| Receivables                 | 14   | 13,727,880        | 39,952,763        |
|                             |      | <u>81,367,701</u> | <u>85,104,625</u> |
| <b>Current assets</b>       |      |                   |                   |
| Receivables                 | 14   | 5,361,782         | 8,590,702         |
| Prepayments                 |      | 6,174             | 6,901             |
| Current tax assets          |      | 0                 | 13,900            |
| Cash and cash equivalents   | 15   | 534,498           | 1,964,224         |
|                             |      | <u>5,902,454</u>  | <u>10,575,727</u> |
| <b>Current liabilities</b>  |      |                   |                   |
| Payables                    | 16   | 2,622,893         | 3,619,935         |
| Current tax liabilities     |      | 36,199            | 0                 |
|                             |      | <u>2,659,092</u>  | <u>3,619,935</u>  |
| <b>Net current assets</b>   |      | <u>3,243,362</u>  | <u>6,955,792</u>  |
| <b>Net assets</b>           |      | <u>84,611,063</u> | <u>92,060,417</u> |
| <b>Equity</b>               |      |                   |                   |
| Share capital               | 19   | 81,109,469        | 81,109,469        |
| Treasury shares             | 19   | (959,175)         | (959,175)         |
| Retained profits            |      | 4,460,769         | 11,910,123        |
| <b>Total equity</b>         |      | <u>84,611,063</u> | <u>92,060,417</u> |

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



## STATEMENT OF COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025

|   | Note | 2025<br>RM         | 2024<br>RM       |
|---|------|--------------------|------------------|
| Revenue   | 21   | 1,252,000          | 569,514          |
| Other income                                      |      | 1,504,311          | 1,560,945        |
| Impairment gains on financial assets              | 22   | 4,983,674          | 858,700          |
| Employee benefits expense                         | 24   | (681,277)          | (587,301)        |
| Other expenses                                    |      | (12,049,826)       | (374,998)        |
| (Loss)/Profit from operations                     |      | <u>(4,991,118)</u> | <u>2,026,860</u> |
| Finance costs                                     |      | (87,641)           | (113,845)        |
| (Loss)/Profit before tax                          | 25   | <u>(5,078,759)</u> | <u>1,913,015</u> |
| Tax expense                                       | 26   | (224,443)          | (99,897)         |
| (Loss)/Profit for the financial year              |      | <u>(5,303,202)</u> | <u>1,813,118</u> |
| Other comprehensive income for the financial year |      | 0                  | 0                |
| Comprehensive income for the financial year       |      | <u>(5,303,202)</u> | <u>1,813,118</u> |

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

## STATEMENT OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025

|   | Share<br>capital<br>RM | Treasury<br>shares<br>RM | Retained<br>profits<br>RM | Total<br>equity<br>RM |
|---|------------------------|--------------------------|---------------------------|-----------------------|
| Balance at 1 April 2023   | 81,109,469             | (959,175)                | 12,243,157                | 92,393,451            |
| Dividend (representing total transactions with owners) (Note 28)  | 0                      | 0                        | (2,146,152)               | (2,146,152)           |
| Profit (representing comprehensive income) for the financial year | 0                      | 0                        | 1,813,118                 | 1,813,118             |
| Balance at 31 March 2024  | <u>81,109,469</u>      | <u>(959,175)</u>         | <u>11,910,123</u>         | <u>92,060,417</u>     |
| Dividend (representing total transactions with owners) (Note 28)  | 0                      | 0                        | (2,146,152)               | (2,146,152)           |
| Loss (representing comprehensive income) for the financial year   | 0                      | 0                        | (5,303,202)               | (5,303,202)           |
| Balance at 31 March 2025  | <u>81,109,469</u>      | <u>(959,175)</u>         | <u>4,460,769</u>          | <u>84,611,063</u>     |

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



# STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025

|  | Note | 2025<br>RM          | 2024<br>RM       |
|--|------|---------------------|------------------|
| <b>Cash flows from operating activities</b>          |      |                     |                  |
| (Loss)/Profit before tax                             |      | (5,078,759)         | 1,913,015        |
| Adjustments for:                                     |      |                     |                  |
| Dividend income                                      |      | (1,252,000)         | (569,514)        |
| Fair value gains on financial instruments            |      | (33,621)            | (74,794)         |
| Impairment gains on financial assets                 |      | (4,983,674)         | (858,700)        |
| Impairment loss on investments in associates         |      | 2,772,064           | 0                |
| Impairment loss on investments in subsidiaries       |      | 9,044,128           | 200,000          |
| Interest expense                                     |      | 87,641              | 113,845          |
| Interest income                                      |      | (1,470,690)         | (1,486,151)      |
| Loss on dissolution of subsidiaries                  |      | 61,692              | 0                |
| Operating loss before working capital changes        |      | <u>(853,219)</u>    | <u>(762,299)</u> |
| Changes in:  |      |                     |                  |
| Receivables  |      | (1,539)             | (8,461)          |
| Prepayments  |      | 727                 | 1,018            |
| Payables   |      | <u>(2,796)</u>      | <u>(5,644)</u>   |
| Cash absorbed by operations                          |      | (856,827)           | (775,386)        |
| Interest and fund distributions received             |      | 1,504,311           | 1,560,945        |
| Tax paid   |      | (185,448)           | (217,070)        |
| Tax refunded   |      | 11,104              | 0                |
| Net cash from operating activities                   |      | <u>473,140</u>      | <u>568,489</u>   |
| <b>Cash flows from investing activities</b>          |      |                     |                  |
| Acquisition of shares from non-controlling interests |      | (1)                 | 0                |
| Capital distribution from subsidiaries               |      | 234,158             | 0                |
| Dividends received                                   |      | 1,252,000           | 569,514          |
| Net repayment from/(advance to) subsidiaries         |      | 34,439,016          | (4,119,430)      |
| Subscription of shares in associate                  |      | 0                   | (55,250)         |
| Subscription for shares in subsidiaries              |      | <u>(34,600,000)</u> | <u>(200,000)</u> |
| Net cash from/(used in) investing activities         |      | 1,325,173           | (3,805,166)      |
| <b>Cash flows from financing activities</b>          |      |                     |                  |
| Dividend paid  |      | (2,146,152)         | (2,146,152)      |
| Interest paid  |      | (87,641)            | (113,845)        |
| Net repayment to subsidiaries                        | 29   | (994,246)           | (234,072)        |
| Repayment of term loans                              | 29   | <u>0</u>            | <u>(92,254)</u>  |
| Net cash used in financing activities                |      | (3,228,039)         | (2,586,323)      |
| Net decrease in cash and cash equivalents            |      | (1,429,726)         | (5,823,000)      |
| Cash and cash equivalents brought forward            |      | 1,964,224           | 7,787,224        |
| Cash and cash equivalents carried forward            | 15   | <u>534,498</u>      | <u>1,964,224</u> |

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

# NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2025

## 1. General information

The Company is a public company limited by shares, incorporated and domiciled in Malaysia and listed on the Main Market of Bursa Malaysia Securities Berhad.

The principal activity of the Company is that of investment holding. The principal activities of the subsidiaries are disclosed in Note 8.

The registered office of the Company is located at 170-09-01, Livingston Tower, Jalan Agryll, 10050 Geroge Town, Penang, Malaysia and its principal place of business is located at No. 1062, Mukim 6, Jalan Perusahaan, Kawasan Perusahaan Perai, 13600 Perai, Penang, Malaysia.

The consolidated financial statements set out on pages 84 to 88 together with the notes thereto cover the Company and its subsidiaries ("Group") and the Group's interests in associates. The separate financial statements of the Company set out on pages 89 to 92 together with the notes thereto cover the Company solely.

The presentation currency of the financial statements is Ringgit Malaysia ("RM").

The financial statements were authorised for issue in accordance with a resolution of the directors dated 25 July 2025.

## 2. Material accounting policy information

### 2.1 Basis of preparation of financial statements

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

The following MFRSs became effective for the financial year under review:

| MFRS  | Effective for annual periods beginning on or after |
|---|--|
| Amendments to MFRS 16 <i>Lease Liability in a Sale and Leaseback</i>                  | 1 January 2024                                     |
| Amendments to MFRS 101 <i>Classification of Liabilities as Current or Non-current</i> | 1 January 2024                                     |
| Amendments to MFRS 101 <i>Non-current Liabilities with Covenants</i>                  | 1 January 2024                                     |
| Amendments to MFRS 107 and MFRS 7 <i>Supplier Finance Arrangements</i>                | 1 January 2024                                     |

Except for the Amendments to MFRS 101, the initial application of the above MFRSs did not have any significant impacts on the financial statements. The Amendments to MFRS 101 allow the Group to classify its revolving credit obligation as non-current when it has the right at the end of the reporting period to roll over the obligation for at least twelve months after the reporting period, even if it would otherwise be due within a shorter period. The classification is applied retrospectively.

# NOTES TO THE FINANCIAL STATEMENTS [CONT'D]

31 MARCH 2025

## 2. Material accounting policy information (cont'd)

### 2.1 Basis of preparation of financial statements (cont'd)

The Group and the Company have not applied the following MFRSs which have been issued as at the end of the reporting period but are not yet effective:

| MFRS (issued as at the end of the reporting period)   | Effective for annual periods beginning on or after |
|---|--|
| MFRS 18 <i>Presentation and Disclosure in Financial Statements</i>  | 1 January 2027                                     |
| MFRS 19 <i>Subsidiaries without Public Accountability: Disclosures</i>  | 1 January 2027                                     |
| Amendments to MFRS 9 and MFRS 7 <i>Amendments to the Classification and Measurement of Financial Instruments</i>                | 1 January 2026                                     |
| Amendments to MFRS 9 and MFRS 7 <i>Contracts Referencing Nature-dependent Electricity</i>                                       | 1 January 2026                                     |
| Amendments to MFRS 10 and MFRS 128 <i>Sale or Contribution of Assets between an Investor and its Associate or Joint Venture</i> | Deferred   |
| Amendments to MFRS 121 <i>Lack of Exchangeability</i>   | 1 January 2025                                     |
| Annual Improvements to MFRS Accounting Standards - Volume 11  | 1 January 2026                                     |

Except for the adoption of MFRS 18, management foresees that the initial application of the above MFRSs will not have any significant impacts on the financial statements.

#### MFRS 18 *Presentation and Disclosure in Financial Statements*

MFRS 18, which will replace MFRS 101 *Presentation of Financial Statements* upon its adoption, aims to provide better information about entities' financial performance and enhance financial reporting quality. The key changes introduced by MFRS 18 are:

- classification of income and expenses into five categories (i.e. operating, investing, financing, income taxes and discontinued operations);
- presentation of two defined subtotals (i.e. operating profit or loss and profit or loss before financing and income taxes) in the statement of profit or loss;
- disclosures about management-defined performance measures; and
- new principles for aggregation and disaggregation of information.

The Group and the Company will initially apply the new requirements of MFRS 18 in the financial year ending 31 March 2028.

### 2.2 Business combinations

A business combination is a transaction or other event in which an acquirer obtains control of one or more businesses. A business is an integrated set of activities and assets that is capable of being conducted and managed for the purpose of providing goods or services to customers, generating investment income (such as dividends or interest) or generating other income from ordinary activities. If the assets acquired are not a business, the transaction or other event is accounted for as an asset acquisition.

# NOTES TO THE FINANCIAL STATEMENTS [CONT'D]

31 MARCH 2025

## 2. Material accounting policy information (cont'd)

### 2.2 Business combinations (cont'd)

Business combinations are accounted for using the acquisition method. Under the acquisition method, the consideration transferred, the identifiable assets acquired and the liabilities assumed are measured at their acquisition-date fair values. The components of non-controlling interests that are present ownership interests are measured at the present ownership instruments' proportionate share in the recognised amounts of the identifiable net assets acquired. All other components of non-controlling interests are measured at their acquisition-date fair values. In a business combination achieved in stages, the previously held equity interest in the acquiree is remeasured at its acquisition-date fair value and any resulting gain or loss is recognised in profit or loss. All acquisition-related costs, other than the costs to issue debt or equity securities, are recognised in profit or loss as incurred.

Goodwill at the acquisition date is measured as the excess of (a) over (b) below:

- (a) the aggregate of:
  - (i) the acquisition-date fair value of the consideration transferred;
  - (ii) the amount of any non-controlling interests; and
  - (iii) in a business combination achieved in stages, the acquisition-date fair value of the previously held equity interest in the acquiree.
- (b) the net of the acquisition-date fair values of the identifiable assets acquired and the liabilities assumed.

Goodwill is recognised as an asset at the aforementioned amount less accumulated impairment losses, if any. The impairment policy is disclosed in Note 2.9. When the above (b) exceeds (a), the excess represents a bargain purchase gain and, after reassessment, is recognised in profit or loss.

### 2.3 Basis of consolidation

A subsidiary is an entity that is controlled by another entity. An investor controls an investee when it is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee.

A subsidiary is consolidated from the acquisition date, being the date on which control is obtained, and continues to be consolidated until the date when control is lost. Intragroup balances, transactions, income and expenses are eliminated in full on consolidation. Total comprehensive income is attributed to the owners of the parent and to the non-controlling interests even if this results in the non-controlling interests having a deficit balance. All changes in the parent's ownership interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions.

Upon loss of control of a subsidiary, the assets (including any goodwill) and liabilities of, and any non-controlling interests in the subsidiary are derecognised. All amounts recognised in other comprehensive income in relation to the subsidiary are accounted for on the same basis as would be required if the related assets or liabilities had been directly disposed of. Any consideration received and any investment retained in the former subsidiary are recognised at their fair values. The resulting difference is then recognised as a gain or loss in profit or loss.



# NOTES TO THE FINANCIAL STATEMENTS [CONT'D]

31 MARCH 2025

## 2. Material accounting policy information (cont'd)

### 2.4 Property, plant and equipment

Property, plant and equipment are stated at cost less accumulated depreciation and accumulated impairment losses, if any. The impairment policy is disclosed in Note 2.9.

Freehold land and capital work-in-progress are not depreciated. Other property, plant and equipment are depreciated on a straight-line basis over the estimated useful lives of the assets using the following annual rates:

|  |           |
|--|-----------|
| Buildings                                | 2% - 20%  |
| Motor vehicles and mobile cranes         | 10% - 33% |
| Furniture, fittings and office equipment | 10% - 50% |
| Plant, machinery and containers          | 5% - 50%  |
| Renovation                               | 10% - 33% |

The residual value, useful life and depreciation method of an asset are reviewed at least at the end of each reporting period and any changes in expectations from previous estimates are accounted for prospectively as changes in accounting estimates.

### 2.5 Investment properties

Investment property is property held (by the owner or the lessee as a right-of-use asset) to earn rentals or for capital appreciation or both. Investment property is stated at cost less accumulated depreciation and accumulated impairment losses, if any. The impairment policy is disclosed in Note 2.9.

Freehold land is not depreciated. Buildings are depreciated on a straight-line basis over their estimated useful lives of 50 years.

### 2.6 Leases

A lease is a contract, or part of a contract, that conveys the right to use an asset for a period of time in exchange for consideration.

#### Lessor accounting

When the Group acts as a lessor, it classifies each lease as either an operating lease or a finance lease. A finance lease transfers substantially all the risks and rewards incidental to ownership of an underlying asset to the lessee, whereas an operating lease does not.

Lease payments from operating leases are recognised as income on a straight-line basis over the lease term. The Group has not entered into any finance lease.

#### Lessee accounting

##### Initial recognition and measurement

When the Group acts as a lessee, it recognises a right-of-use asset (representing its right to use the underlying leased asset) and a lease liability (representing its obligation to make lease payments) at the commencement date. The Group has elected not to apply such recognition principle to short-term leases (which have a lease term of 12 months or less) and leases of low-value assets. The lease payments associated with those leases are recognised as an expense on a straight-line basis over the lease term.

# NOTES TO THE FINANCIAL STATEMENTS [CONT'D]

31 MARCH 2025

## 2. Material accounting policy information (cont'd)

### 2.6 Leases (cont'd)

#### Lessee accounting (cont'd)

##### Initial recognition and measurement (cont'd)

A right-of-use asset is initially recognised at cost, which comprises the initial amount of lease liability, any lease payments made at or before the commencement date (less any lease incentives), any initial direct costs and any estimated dismantling, removing and restoring costs.

A lease liability is initially recognised at the present value of the unpaid lease payments, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the lessee's incremental borrowing rate. The unpaid lease payments included in the measurement of lease liability comprise fixed payments (less any lease incentives), variable lease payments linked to an index or a rate, expected amounts payable under residual value guarantees, the exercise price of a purchase option reasonably certain to be exercised and the penalties of a termination option reasonably certain to be exercised.

##### Subsequent measurement

A right-of-use asset is subsequently measured at cost less accumulated depreciation and accumulated impairment losses, if any, and adjusted for any remeasurement of lease liability. The impairment policy is disclosed in Note 2.9.

If the lease transfers ownership of the underlying asset to the lessee by the end of the lease term or if the cost of the right-of-use asset reflects that a purchase option will be exercised, the right-of-use asset is depreciated on a straight-line basis from the commencement date to the end of its useful life. Otherwise, the right-of-use asset is depreciated from the commencement date to the earlier of the end of its useful life or the end of the lease term.

A lease liability is subsequently measured at amortised cost and remeasured to reflect any reassessment (arising from changes to the lease payments) or lease modifications.

### 2.7 Investments in subsidiaries

As required by the Companies Act 2016, the Company prepares separate financial statements in addition to the consolidated financial statements. In the separate financial statements of the Company, investments in subsidiaries are stated at cost less impairment losses, if any. The impairment policy is disclosed in Note 2.9.

### 2.8 Investments in associates

An associate is an entity over which an investor has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control of those policies.

In the consolidated financial statements, investments in associates are accounted for using the equity method. Under the equity method, the investment is initially recognised at cost and adjusted thereafter for the post-acquisition changes in the investor's share of the investee's net assets. After application of the equity method, the investment is assessed for any objective evidence of impairment. If any such evidence exists, the carrying amount of the investment is tested for impairment in accordance with Note 2.9.

# NOTES TO THE FINANCIAL STATEMENTS [CONT'D]

31 MARCH 2025

## 2. Material accounting policy information (cont'd)

### 2.8 Investments in associates (cont'd)

In the separate financial statements of the Company, investments in associates are stated at cost less impairment losses, if any. The impairment policy is disclosed in Note 2.9.

### 2.9 Impairment of non-financial assets

At the end of each reporting period, the Group and the Company assess whether there is any indication that a non-financial asset, other than deferred tax assets, inventories and contract assets, may be impaired. If any such indication exists, the recoverable amount of the asset, being the higher of its fair value less costs of disposal and its value in use, is estimated. Irrespective of whether there is any indication of impairment, goodwill is tested for impairment annually. Any excess of the carrying amount of the asset over its recoverable amount represents an impairment loss and is recognised in profit or loss.

An impairment loss on an asset, other than goodwill, is reversed if there has been a change in the estimates used to determine the recoverable amount and it is reversed only to the extent that the increased carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, had no impairment loss been recognised. The reversal is recognised in profit or loss. An impairment loss on goodwill is not reversed.

### 2.10 Inventories

Inventories are valued at the lower of cost (determined principally on the weighted average basis) and net realisable value. Cost consists of all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and costs necessary to make the sale.

### 2.11 Contract assets and contract liabilities

A contract is presented in the statement of financial position as a contract asset or a contract liability, depending on the relationship between the entity's performance and the customer's payment. A contract asset is an entity's right to consideration in exchange for goods or services transferred to a customer when that right is conditioned on something other than the passage of time. The asset is subject to impairment assessment on the same basis as trade receivables as disclosed in Note 2.12. A contract liability is an entity's obligation to transfer goods or services to a customer for which the entity has received consideration (or the amount is due) from the customer.

### 2.12 Financial assets

Financial assets of the Group and the Company consist of investments in equity instruments, receivables and cash and cash equivalents.

# NOTES TO THE FINANCIAL STATEMENTS [CONT'D]

31 MARCH 2025

## 2. Material accounting policy information (cont'd)

### 2.12 Financial assets (cont'd)

#### Initial recognition and measurement

A financial asset is recognised in the statement of financial position when, and only when, the Group or the Company becomes a party to the contractual provisions of the financial instrument. A regular way purchase or sale of financial assets is recognised or derecognised using settlement date accounting. Trade receivables that do not contain a significant financing component are initially recognised at their transaction price (as defined in Note 2.17). Other financial assets are initially recognised at fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs.

#### Subsequent measurement

Financial assets are subsequently measured at amortised cost, fair value through other comprehensive income or fair value through profit or loss in accordance with their classification on the basis of both the business model within which they are held and their contractual cash flow characteristics.

##### (i) Amortised cost

A financial asset is measured at amortised cost if it is held within a business model whose objective is to hold financial assets to collect contractual cash flows and the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. All receivables, cash and bank balances and term deposits are classified under this category. Any gain or loss is recognised in profit or loss when the financial asset is derecognised, reclassified, through the amortisation process or in order to recognise impairment gains or losses.

##### (ii) Fair value through other comprehensive income

A financial asset is measured at fair value through other comprehensive income if it is held within a business model whose objective is to both collect contractual cash flows and sell financial assets and the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. The Group and the Company do not have any financial assets classified under this category.

##### (iii) Fair value through profit or loss

A financial asset is measured at fair value through profit or loss if it does not meet the criteria to be measured at amortised cost or fair value through other comprehensive income. All investments in equity instruments and short-term funds are classified under this category. Any gain or loss is recognised in profit or loss.



# NOTES TO THE FINANCIAL STATEMENTS [CONT'D]

31 MARCH 2025

## 2. Material accounting policy information (cont'd)

### 2.12 Financial assets (cont'd)

#### Impairment

At each reporting date, the Group and the Company recognise a loss allowance for expected credit losses on a financial asset measured at amortised cost. The loss allowance is measured at an amount equal to the lifetime expected credit losses if the credit risk on the financial asset has increased significantly since initial recognition. If the credit risk has not increased significantly since initial recognition, the loss allowance is measured at an amount equal to 12-month expected credit losses. Any adjustment to the loss allowance is recognised in profit or loss as an impairment gain or loss.

Irrespective of whether there is any significant increase in credit risk since initial recognition, the loss allowance for trade receivables is always measured at an amount equal to lifetime expected credit losses using the simplified approach in accordance with MFRS 9 *Financial Instruments*. Such lifetime expected credit losses are calculated using a provision matrix based on historical credit loss experience and adjusted for reasonable and supportable forward-looking information that is available without undue cost or effort.

The expected credit losses for a credit-impaired financial asset are measured as the difference between the asset's gross carrying amount and the present value of estimated future cash flows discounted at the asset's original effective interest rate. The gross carrying amount of a credit-impaired financial asset is directly written off when there is no reasonable expectation of recovery.

#### Derecognition

A financial asset is derecognised when, and only when, the contractual rights to the cash flows from the financial asset expire or all the risks and rewards of ownership are substantially transferred. A direct write-off of gross carrying amount when there is no reasonable expectation of recovering a financial asset constitutes a derecognition event.

### 2.13 Financial liabilities

Financial liabilities of the Group and the Company consist of payables, loans and borrowings and financial guarantee contracts.

#### Initial recognition and measurement

A financial liability is recognised in the statement of financial position when, and only when, the Group or the Company becomes a party to the contractual provisions of the financial instrument. A financial liability is initially recognised at fair value minus, in the case of a financial liability not at fair value through profit or loss, transaction costs.

#### Subsequent measurement

All payables and loans and borrowings are subsequently measured at amortised cost. Any gain or loss is recognised in profit or loss when the financial liability is derecognised and through the amortisation process.

Financial guarantee contracts are subsequently measured at the higher of the amount of loss allowance and the amount initially recognised less any cumulative income recognised.



# NOTES TO THE FINANCIAL STATEMENTS [CONT'D]

31 MARCH 2025

## 2. Material accounting policy information (cont'd)

### 2.13 Financial liabilities (cont'd)

#### Derecognition

A financial liability is derecognised when, and only when, the obligation specified in the contract is discharged or cancelled or expires.

### 2.14 Foreign currency transactions and translation

The consolidated financial statements and separate financial statements of the Company are presented in Ringgit Malaysia, which is also the Company's functional currency, being the currency of the primary economic environment in which the entity operates. Items included in the financial statements of each individual entity within the Group are measured using the individual entity's own functional currency.

A foreign currency transaction is recorded in the functional currency using the exchange rate at transaction date. At the end of the reporting period, foreign currency monetary items are translated into the functional currency using the closing rate. Foreign currency non-monetary items measured at cost are translated using the exchange rate at transaction date, whereas those measured at fair value are translated using the exchange rate at valuation date. Exchange differences arising from the settlement or translation of monetary items are recognised in profit or loss. Any exchange component of the gain or loss on a non-monetary item is recognised on the same basis as that of the gain or loss, i.e. in profit or loss or in other comprehensive income.

### 2.15 Share capital

Ordinary shares are classified as equity. Transaction costs that relate to the issue of new shares are accounted for as a deduction from equity.

Own shares purchased are held as treasury shares in accordance with the requirements of Section 127 of the Companies Act 2016. The total amount of consideration paid, including directly attributable costs, is recognised directly in equity. When treasury shares are distributed as share dividends or cancelled, the cost of the shares distributed or cancelled is applied in the reduction of distributable reserves. When treasury shares are resold in the open market, any excess of sale consideration over the cost of the shares resold is adjusted to share capital, whereas any deficit is applied in the reduction of distributable reserves.

Dividends on shares declared and unpaid at the end of the reporting period are recognised as a liability, whereas dividends proposed or declared after the reporting period are disclosed in the notes to the financial statements.

### 2.16 Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.



## NOTES TO THE FINANCIAL STATEMENTS [CONT'D]

31 MARCH 2025

### 2. Material accounting policy information (cont'd)

#### 2.16 Fair value measurement (cont'd)

The Group and the Company use valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs. The valuation techniques used include the following or a combination thereof:

- (i) Market approach - which uses prices and other relevant information generated by market transactions involving identical or comparable (i.e. similar) assets, liabilities or a group of assets and liabilities.
- (ii) Cost approach - which reflects the amount that would be required currently to replace the service capacity of an asset.
- (iii) Income approach - which converts future amounts (e.g. cash flows or income and expenses) to a single current (i.e. discounted) amount.

The inputs to valuation techniques used to measure fair value are categorised into the following levels of fair value hierarchy:

- (i) Level 1 - quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.
- (ii) Level 2 - inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.
- (iii) Level 3 - unobservable inputs for the asset or liability.

Any transfers between the levels of fair value hierarchy are deemed to have occurred at the end of the reporting period.

#### Non-financial assets

The fair values of land and buildings are measured using the market comparison approach. Under this approach, the fair values are derived from observable market data such as prices per square foot for comparable properties in similar locations (i.e. Level 2).

#### Financial assets and financial liabilities

The carrying amounts of receivables, cash and bank balances, term deposits, payables and loans and borrowings which are short-term in nature or repayable on demand are reasonable approximations of fair values. The fair values of long-term loans and borrowings are measured using present value technique by discounting the expected future cash flows using observable current market interest rates for similar liabilities (i.e. Level 2).

The fair values of quoted investments are directly measured using their unadjusted closing prices in active markets (i.e. Level 1).

The fair values of short-term funds are directly measured using their unadjusted market values quoted by financial institutions (i.e. Level 1).

# NOTES TO THE FINANCIAL STATEMENTS [CONT'D]

31 MARCH 2025

## 2. Material accounting policy information (cont'd)

### 2.17 Revenue from contracts with customers

The Group recognises revenue (by applying the following steps) to depict the transfer of promised goods or services to customers at the transaction price.

- (i) Step 1: Identify contract - A contract is an agreement between two or more parties that creates enforceable rights and obligations.
- (ii) Step 2: Identify performance obligations - Each promise to transfer distinct goods or services is identified as a performance obligation and accounted for separately.
- (iii) Step 3: Determine transaction price - The transaction price is the amount of consideration to which an entity expects to be entitled in exchange for transferring promised goods or services to a customer. It is adjusted for the effects of variable consideration (e.g. discounts, rebates, incentives or penalties), significant financing component, non-cash consideration and consideration payable to customer.
- (iv) Step 4: Allocate transaction price to performance obligations - The transaction price is allocated to each performance obligation on the basis of the relative (estimated) stand-alone selling prices of each distinct good or service promised in the contract.
- (v) Step 5: Recognise revenue - Revenue is recognised when (or as) the entity satisfies a performance obligation by transferring a promised good or service to a customer (which is when the customer obtains control of that good or service). Revenue is recognised either over time or at a point in time depending on the timing of transfer of control.

#### Rendering of services

The Group determines that the transfer of control of promised services generally coincides with the Group's performance as the customer simultaneously receives and consumes the benefits of the performance as the Group performs. Accordingly, revenue from the rendering of services is recognised over time when the services are performed. The Group measures the progress towards complete satisfaction of the performance obligation using an output method.

#### Construction contracts

The Group determines that the transfer of control of promised services generally coincides with the Group's performance as the performance creates or enhances an asset that the customer controls as the asset is created or enhanced. Accordingly, revenue from construction contracts is recognised over time during the construction period. The Group measures the progress towards complete satisfaction of the performance obligation using an output method.

#### Sale of goods

The Group determines that the transfer of control of promised goods generally coincides with the transfer of risks and rewards of ownership. Accordingly, revenue from the sale of goods is recognised at a point in time when the significant risks and rewards of ownership have been transferred to the customer upon delivery.

## NOTES TO THE FINANCIAL STATEMENTS [CONT'D]

31 MARCH 2025

### 2. Material accounting policy information (cont'd)

#### 2.18 Other income

Dividend income is recognised in profit or loss only when the entity's right to receive payment of the dividend is established, it is probable that the economic benefits associated with the dividend will flow to the entity and the amount of the dividend can be measured reliably.

Interest income for financial assets measured at amortised cost is recognised in profit or loss using the effective interest method. Interest or fund distribution income for financial assets measured at fair value through profit or loss is included in their net fair value gains or losses.

Operating lease income is recognised in profit or loss on a straight-line basis over the lease term.

#### 2.19 Employee benefits

##### Short-term employee benefits

Short-term employee benefits such as wages, salaries, bonuses and social security contributions are recognised in profit or loss or included in the cost of an asset, where appropriate, in the period in which the associated services are rendered by the employee.

##### Defined contribution plans

As required by law, employers in Malaysia make contributions to the statutory pension scheme, Employees Provident Fund ("EPF"). Contributions to defined contribution plans are recognised in profit or loss or included in the cost of an asset, where appropriate, in the period in which the associated services are rendered by the employee.

#### 2.20 Borrowing costs

Borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset, which is an asset that necessarily takes a substantial period of time to get ready for its intended use or sale, are capitalised as part of the cost of the asset, until such time as the asset is substantially ready for its intended use or sale. All other borrowing costs are recognised in profit or loss in the period in which they are incurred.

#### 2.21 Income taxes

Income taxes for the year comprise current tax and deferred tax.

Current tax represents the expected amount of income taxes payable in respect of the taxable profit for the year and is measured using the tax rates that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax is provided for under the liability method in respect of all temporary differences between the carrying amount of an asset or liability and its tax base except for those temporary differences associated with goodwill or the initial recognition of an asset or liability in a transaction which is not a business combination and, at the time of the transaction, affects neither accounting nor taxable results and does not give rise to equal taxable and deductible temporary differences.

## NOTES TO THE FINANCIAL STATEMENTS [CONT'D]

31 MARCH 2025

### 2. Material accounting policy information (cont'd)

#### 2.21 Income taxes (cont'd)

A deferred tax liability is recognised for all taxable temporary differences, whereas a deferred tax asset is recognised for all deductible temporary differences, unused tax losses and unused tax credits to the extent that it is probable that future taxable profit will be available against which the deductible temporary differences, unused tax losses and unused tax credits can be utilised. Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled, based on the tax rates that have been enacted or substantively enacted by the end of the reporting period.

#### 2.22 Cash and cash equivalents

Cash and cash equivalents comprise cash on hand, demand deposits, term deposits that are withdrawable on demand and short-term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value. For the purpose of statement of cash flows, cash and cash equivalents are presented net of bank overdrafts and pledged deposits, if any.

### 3. Judgements and estimation uncertainty

#### Judgements made in applying accounting policies

In the process of applying the accounting policies of the Group and the Company, management is not aware of any judgements, apart from those involving estimations, that can significantly affect the amounts recognised in the financial statements.

#### Sources of estimation uncertainty

The key assumptions about the future, and other major sources of estimation uncertainty at the end of the reporting period, that have a significant risk of resulting in a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

##### Impairment of contract assets and receivables

The Group and the Company recognise loss allowance for expected credit losses on contract assets and receivables based on an assessment of credit risk. Such assessment involves judgements and estimation uncertainty in analysing information about past events, current conditions and forecasts of future economic conditions. Any changes in these accounting estimates will affect the carrying amounts of contract assets (Note 13) and receivables (Note 14).

# NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

31 MARCH 2025

## 4. Property, plant and equipment

### Group

| Cost                                | Freehold land RM | Buildings RM | Motor vehicles and mobile cranes RM | Furniture, fittings and office equipment RM | Plant, machinery and containers RM | Renovation RM | Capital work-in-progress RM | Total RM    |
|-------------------------------------|------------------|--------------|-------------------------------------|---|------------------------------------|---------------|-----------------------------|-------------|
| Balance at 1 April 2023             | 890,542          | 606,345      | 67,208,674                          | 1,798,994                                   | 4,357,429                          | 527,903       | 1,310,709                   | 76,700,596  |
| Additions                           | 0                | 148,803      | 837,770                             | 55,585                                      | 33,200                             | 11,300        | 689,412                     | 1,776,070   |
| Disposals/Write-offs                | 0                | 0            | (2,769,406)                         | (116,844)                                   | (400,100)                          | 0             | 0                           | (3,286,350) |
| Transfer from investment properties | 6,000,000        | 42,250       | 0                                   | 0   | 0                                  | 0             | 0                           | 6,042,250   |
| Transfer from right-of-use assets   | 564,833          | 22,519,163   | 1,815,932                           | 439,550                                     | 0                                  | 0             | 1,691,759                   | 27,031,237  |
| Transfer to investment properties   | (1,020,000)      | 0            | 0                                   | 0   | 0                                  | 0             | 0                           | (1,020,000) |
| Transfer to right-of-use assets     | 0                | 0            | (1,687,421)                         | 0   | 0                                  | 0             | (188,800)                   | (1,876,221) |
| Reclassifications                   | (564,833)        | 1,825,854    | 667,909                             | 121,550                                     | 347,188                            | 0             | (2,397,668)                 | 0           |
| Balance at 31 March 2024            | 5,870,542        | 25,142,415   | 66,073,458                          | 2,298,835                                   | 4,337,717                          | 539,203       | 1,105,412                   | 105,367,582 |
| Additions                           | 0                | 89,749       | 276,692                             | 68,129                                      | 124,800                            | 31,000        | 477,227                     | 1,067,597   |
| Disposals/Write-offs                | 0                | 0            | (6,184,724)                         | (58,877)                                    | (1,451,248)                        | (19,350)      | 0                           | (7,714,199) |
| Transfer from investment properties | 0                | 5,709        | 0                                   | 0   | 0                                  | 0             | 0                           | 5,709       |
| Transfer from right-of-use assets   | 0                | 0            | 3,892,472                           | 865,039                                     | 3,671,505                          | 0             | 0                           | 8,429,016   |
| Transfer to right-of-use assets     | 0                | 0            | (125,000)                           | 0   | 0                                  | 0             | (459,120)                   | (584,120)   |
| Reclassifications                   | 129,458          | (110,748)    | 484,417                             | (18,710)                                    | 0                                  | 0             | (484,417)                   | 0           |
| Balance at 31 March 2025            | 6,000,000        | 25,127,125   | 64,417,315                          | 3,154,416                                   | 6,682,774                          | 550,853       | 639,102                     | 106,571,585 |

### Depreciation and impairment losses

|                                     |           |           |             |           |           |         |   |             |
|-------------------------------------|-----------|-----------|-------------|-----------|-----------|---------|---|-------------|
| Balance at 1 April 2023             | 0         | 206,062   | 61,079,113  | 1,451,807 | 3,885,082 | 439,970 | 0 | 67,062,034  |
| - Accumulated depreciation          | 0         | 0         | 68,842      | 0         | 153,199   | 0       | 0 | 222,041     |
| - Accumulated impairment losses     | 0         | 206,062   | 61,147,955  | 1,451,807 | 4,038,281 | 439,970 | 0 | 67,284,075  |
| Depreciation                        | 0         | 689,932   | 2,772,780   | 171,276   | 243,121   | 12,480  | 0 | 3,889,589   |
| Disposals/Write-offs                | 0         | 0         | (2,571,738) | (116,832) | (391,523) | 0       | 0 | (3,080,093) |
| Transfer from investment properties | 0         | 42,248    | 0           | 0         | 0         | 0       | 0 | 42,248      |
| Transfer from right-of-use assets   | 217,021   | 4,205,840 | 844,954     | 87,974    | 0         | 0       | 0 | 5,355,789   |
| Transfer to right-of-use assets     | 0         | 0         | (910,828)   | 0         | 0         | 0       | 0 | (910,828)   |
| Reclassifications                   | (217,021) | (17,375)  | 0           | (330)     | 234,726   | 0       | 0 | 0           |
| Balance at 31 March 2024            | 0         | 5,126,707 | 61,214,281  | 1,593,895 | 3,971,406 | 452,450 | 0 | 72,358,739  |
| - Accumulated depreciation          | 0         | 0         | 68,842      | 0         | 153,199   | 0       | 0 | 222,041     |
| - Accumulated impairment losses     | 0         | 5,126,707 | 61,283,123  | 1,593,895 | 4,124,605 | 452,450 | 0 | 72,580,780  |

# NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

31 MARCH 2025

## 4. Property, plant and equipment (cont'd)

### Depreciation and impairment losses (cont'd)

|                                     |   |           |             |           |             |          |   |             |
|-------------------------------------|---|-----------|-------------|-----------|-------------|----------|---|-------------|
| Balance at 1 April 2024             | 0 | 5,126,707 | 61,214,281  | 1,593,895 | 3,971,406   | 452,450  | 0 | 72,358,739  |
| - Accumulated depreciation          | 0 | 0         | 68,842      | 0         | 153,199     | 0        | 0 | 222,041     |
| - Accumulated impairment losses     | 0 | 5,126,707 | 61,283,123  | 1,593,895 | 4,124,605   | 452,450  | 0 | 72,580,780  |
| Depreciation                        | 0 | 778,230   | 2,587,155   | 249,852   | 759,801     | 14,683   | 0 | 4,389,721   |
| Disposals/Write-offs                | 0 | 0         | (5,062,639) | (57,777)  | (1,237,283) | (19,348) | 0 | (6,377,047) |
| Transfer from investment properties | 0 | 6,626     | 0           | 0         | 0           | 0        | 0 | 6,626       |
| Transfer from right-of-use assets   | 0 | 0         | 2,256,714   | 479,748   | 2,035,554   | 0        | 0 | 4,772,016   |
| Transfer to right-of-use assets     | 0 | 0         | (34,314)    | 0         | 0           | 0        | 0 | (34,314)    |
| Reclassifications                   | 0 | 6,081     | 18,000      | (6,081)   | (18,000)    | 0        | 0 | 0           |
| Balance at 31 March 2025            | 0 | 5,917,644 | 60,979,197  | 2,259,637 | 5,587,597   | 447,785  | 0 | 75,191,860  |
| - Accumulated depreciation          | 0 | 0         | 68,842      | 0         | 77,080      | 0        | 0 | 145,922     |
| - Accumulated impairment losses     | 0 | 5,917,644 | 61,048,039  | 2,259,637 | 5,664,677   | 447,785  | 0 | 75,337,782  |

### Carrying amount

|                          |           |            |           |         |           |         |           |            |
|--------------------------|-----------|------------|-----------|---------|-----------|---------|-----------|------------|
| Balance at 1 April 2023  | 890,542   | 400,283    | 6,060,719 | 347,187 | 319,148   | 87,933  | 1,310,709 | 9,416,521  |
| Balance at 31 March 2024 | 5,870,542 | 20,015,708 | 4,790,335 | 704,940 | 213,112   | 86,753  | 1,105,412 | 32,786,802 |
| Balance at 31 March 2025 | 6,000,000 | 19,209,481 | 3,369,276 | 894,779 | 1,018,097 | 103,068 | 639,102   | 31,233,803 |

Certain buildings with total carrying amount of RM16,572,535 (2024 : RM17,145,103) have been pledged as security for credit facilities granted to the Group.



# NOTES TO THE FINANCIAL STATEMENTS [CONT'D]

31 MARCH 2025

## 5. Investment properties

Group

|   | Freehold<br>land<br>RM | Buildings<br>RM | Total<br>RM |
|---|------------------------|-----------------|-------------|
| <b>Cost</b>                                 |                        |                 |             |
| Balance at 1 April 2023                     | 6,172,170              | 1,644,217       | 7,816,387   |
| Transfer from property, plant and equipment | 1,020,000              | 0               | 1,020,000   |
| Transfer to property, plant and equipment   | (6,000,000)            | (42,250)        | (6,042,250) |
| Balance at 31 March 2024                    | 1,192,170              | 1,601,967       | 2,794,137   |
| Transfer to property, plant and equipment   | 0                      | (5,709)         | (5,709)     |
| Balance at 31 March 2025                    | 1,192,170              | 1,596,258       | 2,788,428   |
| <b>Accumulated depreciation</b>             |                        |                 |             |
| Balance at 1 April 2023                     | 0                      | 477,891         | 477,891     |
| Depreciation                                | 0                      | 31,925          | 31,925      |
| Transfer to property, plant and equipment   | 0                      | (42,248)        | (42,248)    |
| Balance at 31 March 2024                    | 0                      | 467,568         | 467,568     |
| Depreciation                                | 0                      | 31,925          | 31,925      |
| Transfer to property, plant and equipment   | 0                      | (6,626)         | (6,626)     |
| Balance at 31 March 2025                    | 0                      | 492,867         | 492,867     |
| <b>Carrying amount</b>                      |                        |                 |             |
| Balance at 1 April 2023                     | 6,172,170              | 1,166,326       | 7,338,496   |
| Balance at 31 March 2024                    | 1,192,170              | 1,134,399       | 2,326,569   |
| Balance at 31 March 2025                    | 1,192,170              | 1,103,391       | 2,295,561   |
| <b>Fair value</b>                           |                        |                 |             |
| Estimated fair value at 31 March 2024       | 3,337,000              | 2,195,000       | 5,532,000   |
| Estimated fair value at 31 March 2025       | 4,570,000              | 1,755,000       | 6,325,000   |

The fair values of investment properties as at 31 March 2025 were measured based on appraisals performed by independent professional valuers using the market comparison approach. The appraised values were derived from observable prices per square foot for comparable properties in similar locations (i.e. Level 2).

Certain buildings with total carrying amount of RM652,811 (2024 : RM667,399) have been pledged as security for credit facilities granted to the Group.

# NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

31 MARCH 2025

## 6. Right-of-use assets

Group

| Cost  | Leasehold land<br>RM | Buildings<br>RM | Motor vehicles<br>and<br>mobile cranes<br>RM | Furniture,<br>fittings and<br>office<br>equipment<br>RM | Plant,<br>machinery<br>and<br>containers<br>RM | Capital<br>work-in-<br>progress<br>RM | Total<br>RM  |
|---|----------------------|-----------------|--|---|--|---------------------------------------|--------------|
| Balance at 1 April 2023                     | 19,601,360           | 19,508,059      | 8,597,306                                    | 1,019,754   | 2,301,109                                      | 1,691,759                             | 52,719,347   |
| Additions                                   | 0                    | 454,626         | 3,777,826                                    | 0   | 46,299   | 0                                     | 4,278,751    |
| Remeasurement of lease liabilities          | 0                    | 232,709         | 0  | 1,266   | 0  | 0                                     | 233,975      |
| Depreciation                                | (498,773)            | (557,585)       | (2,984,459)                                  | (198,644)   | (60,958)                                       | 0                                     | (4,300,419)  |
| Derecognition                               | 0                    | (1,228)         | (247,196)                                    | 0   | (38,031)                                       | 0                                     | (286,455)    |
| Transfer from property, plant and equipment | 0                    | 0               | 776,593                                      | 0   | 0  | 188,800                               | 965,393      |
| Transfer to property, plant and equipment   | (347,812)            | (18,313,323)    | (970,978)                                    | (351,576)   | 0  | (1,691,759)                           | (21,675,448) |
| Reclassifications                           | 0                    | 0               | 1,233,355                                    | 560,993   | (1,605,548)                                    | (188,800)                             | 0            |
| Balance at 31 March 2024                    | 18,754,775           | 1,323,258       | 10,182,447                                   | 1,031,793   | 642,871  | 0                                     | 31,935,144   |
| Additions                                   | 0                    | 351,800         | 3,466,372                                    | 222,536   | 95,929   | 0                                     | 4,136,637    |
| Remeasurement of lease liabilities          | 0                    | 303,964         | 0  | 0   | 69,813   | 0                                     | 373,777      |
| Depreciation                                | (498,776)            | (749,174)       | (2,225,747)                                  | (131,881)   | (54,674)                                       | 0                                     | (3,660,252)  |
| Derecognition/Disposals                     | 0                    | (20,784)        | (344,000)                                    | 0   | (21,220)                                       | 0                                     | (386,004)    |
| Transfer from property, plant and equipment | 0                    | 0               | 549,806                                      | 0   | 0  | 0                                     | 549,806      |
| Transfer to property, plant and equipment   | 0                    | 0               | (3,252,209)                                  | (385,291)   | (19,500)                                       | 0                                     | (3,657,000)  |
| Balance at 31 March 2025                    | 18,255,999           | 1,209,064       | 8,376,669                                    | 737,157   | 713,219  | 0                                     | 29,292,108   |

The Group acquired the right to use the leasehold land for business operation for 35 to 76 years. It also leases all other assets for 2 to 5 years. The rights to use certain motor vehicles and plant and machinery were acquired under hire purchase financing whereby ownership will be transferred by the end of the lease terms of 2 to 3 years.

Certain leasehold land with total carrying amount of RM10,240,459 (2024 : RM13,551,179) has been pledged as security for credit facilities granted to the Group.

# NOTES TO THE FINANCIAL STATEMENTS [CONT'D]

31 MARCH 2025

## 7. Goodwill

| Group               | 2025<br>RM | 2024<br>RM |
|---------------------|------------|------------|
| Balance at 1 April  | 0          | 704,273    |
| Impairment loss     | 0          | (704,273)  |
| Balance at 31 March | <u>0</u>   | <u>0</u>   |

## 8. Investments in subsidiaries

| Company                   | 2025<br>RM          | 2024<br>RM         |
|---------------------------|---------------------|--------------------|
| Unquoted shares - at cost | 74,408,284          | 42,379,546         |
| Impairment losses         | <u>(13,859,105)</u> | <u>(7,090,390)</u> |
|                           | <u>60,549,179</u>   | <u>35,289,156</u>  |

Impairment losses have been recognised for investments in certain loss-making subsidiaries.

The details of the subsidiaries are as follows:

| Name of subsidiary                           | Principal place of business/<br>Country of incorporation | Effective ownership interest |      | Principal activity  |
|--|--|------------------------------|------|---|
|  |  | 2025                         | 2024 |   |
| <u>Direct subsidiaries</u>                   |  |                              |      |   |
| Agriplex (M) Sdn. Bhd.                       | Malaysia   | 100%                         | 70%  | Provision of forwarding and transport services  |
| Hot Colour Furniture Sdn. Bhd.               | Malaysia   | 51%                          | 51%  | Provision of leasing of buildings, plant and machinery and transport services                               |
| Jentanian Transport and Forwarding Sdn. Bhd. | Malaysia   | 89%                          | 89%  | Provision of transport services   |
| Limsa Ekuiti Sdn. Bhd.                       | Malaysia   | 100%                         | 100% | Investment holding  |
| Mahajaya View Sdn. Bhd.                      | Malaysia   | 100%                         | 100% | Investment holding  |
| See Heng Company Sdn. Bhd.                   | Malaysia   | 100%                         | 100% | Provision of leasing of cranes, forklifts, heavy equipment and machinery and trading in general merchandise |
| See Hup Pioneer Logistics Sdn. Bhd.          | Malaysia   | 90%                          | 90%  | Provision of warehousing and forwarding services  |

# NOTES TO THE FINANCIAL STATEMENTS [CONT'D]

31 MARCH 2025

## 8. Investments in subsidiaries (cont'd)

| Name of subsidiary  | Principal place of business/<br>Country of incorporation | Effective ownership interest |      | Principal activity  |
|---|--|------------------------------|------|---|
|   |  | 2025                         | 2024 |   |
| See Hup Transport Company Sdn. Berhad                         | Malaysia   | 100%                         | 100% | Provision of transport services   |
| See Hup Transport (K.L.) Sdn. Bhd.                            | Malaysia   | 100%                         | 100% | Provision of transport services   |
| SH Global Freight Sdn. Bhd.                                   | Malaysia   | 55%                          | 74%  | Provision of forwarding and transport services                                    |
| SH Logistics (M) Sdn. Bhd.                                    | Malaysia   | 52%                          | 52%  | Provision of transport services   |
| SH Moment Builder Sdn. Bhd.                                   | Malaysia   | 55%                          | 55%  | Provision of construction of infrastructure, supply of labour and heavy equipment |
| Agensi Pekerjaan Talenthub Sdn. Bhd. <sup>(a)</sup>           | Malaysia   | 0%                           | 100% | Dissolved in August 2024  |
| Bentara Dermaga Sdn. Bhd. <sup>(a)</sup>                      | Malaysia   | 0%                           | 80%  | Dissolved in February 2025  |
| Butterworth Transport Company Sendirian Berhad <sup>(a)</sup> | Malaysia   | 100%                         | 100% | Under members' voluntary winding up   |
| <u>Indirect subsidiaries</u>                                  |  |                              |      |   |
| SH Haulage Sdn. Bhd.  | Malaysia   | 63%                          | 63%  | Provision of container haulage services   |
| SH Supply Chain Sdn. Bhd.                                     | Malaysia   | 80%                          | 80%  | Provision of forwarding and transport services                                    |
| SH Worldwide Logistics Sdn. Bhd.                              | Malaysia   | 60%                          | 76%  | Provision of forwarding and transport services                                    |

<sup>(a)</sup> Not audited by Crowe Malaysia PLT and consolidated using management account

# NOTES TO THE FINANCIAL STATEMENTS [CONT'D]

31 MARCH 2025

## 9. Investments in associates

|   | Group            |                  | Company          |                  |
|---|------------------|------------------|------------------|------------------|
|   | 2025<br>RM       | 2024<br>RM       | 2025<br>RM       | 2024<br>RM       |
| Unquoted shares - at cost                       | 11,907,414       | 11,907,414       | 10,231,548       | 10,231,548       |
| Share of post-acquisition changes in net assets | (2,834,237)      | (2,505,668)      | 0                | 0                |
| Impairment losses                               | 0                | 0                | (3,140,906)      | (368,842)        |
|   | <u>9,073,177</u> | <u>9,401,746</u> | <u>7,090,642</u> | <u>9,862,706</u> |
| Attributable to:                                |                  |                  |                  |                  |
| Kim Ma Supertiles Sdn. Bhd.                     | 0                | 705,683          | 0                | 2,294,322        |
| Kimsar Sdn. Bhd.                                | 2,021,769        | 2,025,233        | 2,021,674        | 2,671,795        |
| Maruzen SH Logistics Sdn. Bhd.                  | 6,161,155        | 5,866,466        | 4,400,000        | 4,400,000        |
| Perkapalan Maritime Sdn. Bhd.                   | 172,379          | 178,959          | 172,379          | 0                |
| See Hup Pioneer Logistics (Thailand) Co., Ltd   | 0                | 0                | 0                | 0                |
| Tanjung Marine Sdn. Bhd.                        | 717,874          | 625,405          | 496,589          | 496,589          |
|   | <u>9,073,177</u> | <u>9,401,746</u> | <u>7,090,642</u> | <u>9,862,706</u> |

Impairment losses have been recognised for investments in certain loss-making associates.

The details of the associates are as follows:

| Name of associate                                      | Principal place of business/<br>Country of incorporation | Ownership interest |      | Principal activity                             |
|--|--|--------------------|------|--|
|  |  | 2025               | 2024 |  |
| Kim Ma Supertiles Sdn. Bhd. ("KMSB")                   | Malaysia   | 28%                | 28%  | Investment holding                             |
| Kimsar Sdn. Bhd. ("KSB")                               | Malaysia   | 49%                | 49%  | Property development and investment holding    |
| Maruzen SH Logistics Sdn. Bhd. ("MSHL")                | Malaysia   | 38%                | 39%  | Provision of forwarding and transport services |
| Perkapalan Maritime Sdn. Bhd. ("PMSB")                 | Malaysia   | 49%                | 49%  | Provision of forwarding and transport services |
| See Hup Pioneer Logistics (Thailand) Co., Ltd ("SHPT") | Thailand   | 46%                | 46%  | Dormant  |
| Tanjung Marine Sdn. Bhd. ("TMSB")                      | Malaysia   | 49%                | 49%  | Freight forwarding agent services              |

# NOTES TO THE FINANCIAL STATEMENTS [CONT'D]

31 MARCH 2025

## 9. Investments in associates (cont'd)

KSB and MSHL are considered to be material associates to the Group. Their summarised financial information is as follows:

|   | KSB<br>RM   | MSHL<br>RM  |
|---|-------------|-------------|
| <b>2025</b>   |             |             |
| Non-current assets                                      | 4,200,000   | 3,625,600   |
| Current assets  | 8,494       | 17,260,322  |
| Current liabilities                                     | (104,212)   | (4,504,514) |
| Non-current liabilities                                 | 0           | (99,285)    |
| Net assets  | 4,104,282   | 16,282,123  |
| Revenue   | 0           | 15,386,180  |
| (Loss)/Profit/Comprehensive income                      | (7,031)     | 2,148,510   |
| Dividends paid to the Group                             | 0           | 400,000     |
| <i>Reconciliation of net assets to carrying amounts</i> |             |             |
| Net assets  | 4,104,282   | 16,282,123  |
| Effective ownership interest                            | 49%         | 38%         |
| Share of net assets / Carrying amounts                  | 2,021,769   | 6,161,155   |
| <b>2024</b>   |             |             |
| Non-current assets                                      | 4,200,000   | 507,785     |
| Current assets  | 8,493       | 15,285,308  |
| Current liabilities                                     | (97,180)    | (659,480)   |
| Non-current liabilities                                 | 0           | 0           |
| Net assets  | 4,111,313   | 15,133,613  |
| Revenue   | 0           | 13,290,943  |
| Loss/Comprehensive income                               | (6,898,467) | (93,850)    |
| Dividends paid to the Group                             | 0           | 400,000     |
| <i>Reconciliation of net assets to carrying amounts</i> |             |             |
| Net assets  | 4,111,313   | 15,133,613  |
| Effective ownership interest                            | 49%         | 39%         |
| Share of net assets / Carrying amounts                  | 2,025,233   | 5,866,466   |

KMSB, PMSB, SHPT and TMSB are not considered to be individually material to the Group. The Group's share of their comprehensive income in aggregate is as follows:

|                                    | 2025<br>RM | 2024<br>RM |
|------------------------------------|------------|------------|
| (Loss)/Profit/Comprehensive income | (619,794)  | 101,296    |



## NOTES TO THE FINANCIAL STATEMENTS [CONT'D]

31 MARCH 2025

### 10. Other investments

| Group                         | 2025<br>RM     | 2024<br>RM       |
|-------------------------------|----------------|------------------|
| Quoted shares - at fair value | <u>899,469</u> | <u>1,137,158</u> |

The fair values of quoted investments were directly measured using their unadjusted closing prices in active markets (i.e. Level 1).

### 11. Deferred tax assets and deferred tax liabilities

| Group   | 2025<br>RM       | 2024<br>RM       |
|---|------------------|------------------|
| Balance at 1 April  | (450,466)        | (471,466)        |
| Deferred tax (expense)/income relating to origination and reversal of temporary differences | (77,000)         | 162,000          |
| Deferred tax liabilities over/(under) provided in prior year                                | <u>575,466</u>   | <u>(141,000)</u> |
| Balance at 31 March   | <u>48,000</u>    | <u>(450,466)</u> |
| Disclosed as:   |                  |                  |
| - Deferred tax assets   | 380,000          | 258,000          |
| - Deferred tax liabilities  | <u>(332,000)</u> | <u>(708,466)</u> |
|   | <u>48,000</u>    | <u>(450,466)</u> |
| In respect of:  |                  |                  |
| - (Taxable)/Deductible temporary differences of:  |                  |                  |
| - Property, plant and equipment   | (692,000)        | (911,466)        |
| - Right-of-use assets   | (95,000)         | (358,000)        |
| - Financial instruments   | 394,000          | 363,000          |
| - Lease liabilities   | 87,000           | 141,000          |
| - Unused capital allowances   | 0                | 57,000           |
| - Unused tax losses   | <u>354,000</u>   | <u>258,000</u>   |
|   | <u>48,000</u>    | <u>(450,466)</u> |

# NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

31 MARCH 2025

## 11. Deferred tax assets and deferred tax liabilities (cont'd)

Save as disclosed above, as at 31 March 2025, deferred tax liabilities and deferred tax assets have also effectively been recognised and offset against each other by the Group to the extent of RM2,634,000 (2024 : RM2,925,000). No further deferred tax assets have been recognised for the following excess of deductible temporary differences, unused capital allowances and tax losses over taxable temporary differences:

|                                       | 2025<br>RM        | 2024<br>RM        |
|---------------------------------------|-------------------|-------------------|
| Deductible temporary differences of:  |                   |                   |
| - Financial instruments               | 10,565,000        | 10,633,000        |
| - Lease liabilities                   | 5,975,000         | 6,602,000         |
| Unused capital allowances             | 10,084,000        | 9,136,000         |
| Unused tax losses:                    |                   |                   |
| - Expiring in year of assessment 2028 | 7,281,000         | 7,763,000         |
| - Expiring in year of assessment 2030 | 3,213,000         | 3,213,000         |
| - Expiring in year of assessment 2031 | 2,248,000         | 2,248,000         |
| - Expiring in year of assessment 2032 | 605,000           | 605,000           |
| - Expiring in year of assessment 2033 | 1,601,000         | 1,601,000         |
| - Expiring in year of assessment 2034 | 966,000           | 966,000           |
| - Expiring in year of assessment 2035 | 4,238,000         | 0                 |
| Taxable temporary differences of:     |                   |                   |
| - Property, plant and equipment       | (5,458,000)       | (6,168,000)       |
| - Right-of-use assets                 | (5,519,000)       | (6,021,000)       |
|                                       | <u>35,799,000</u> | <u>30,578,000</u> |

The deductible temporary differences and unused capital allowances have no expiry date.

## 12. Inventories

Group

|                             | 2025<br>RM    | 2024<br>RM    |
|-----------------------------|---------------|---------------|
| Trading inventories         | 0             | 828           |
| Spare parts and consumables | 99,555        | 84,353        |
|                             | <u>99,555</u> | <u>85,181</u> |

## 13. Contract assets

Group

|                                   | 2025<br>RM    | 2024<br>RM |
|-----------------------------------|---------------|------------|
| Construction contracts (Note (i)) | 0             | 0          |
| Rendering of services (Note (ii)) | 95,676        | 0          |
|                                   | <u>95,676</u> | <u>0</u>   |

# NOTES TO THE FINANCIAL STATEMENTS [CONT'D]

31 MARCH 2025

## 13. Contract assets (cont'd)

### (i) Contract assets from construction contracts

|                                    | 2025<br>RM | 2024<br>RM         |
|------------------------------------|------------|--------------------|
| Balance at 1 April                 | 0          | (2,335,283)        |
| Revenue recognised during the year | 0          | 15,633,170         |
| Progress billings during the year  | 0          | (11,340,357)       |
| Impairment losses                  | 0          | (1,957,530)        |
| Balance at 31 March                | <u>0</u>   | <u>0</u>           |
| Disclosed as:                      |            |                    |
| - Gross carrying amount            | 0          | 1,957,530          |
| - Loss allowance                   | <u>0</u>   | <u>(1,957,530)</u> |
|                                    | <u>0</u>   | <u>0</u>           |

As disclosed in Note 2.17, the Group generally satisfies its performance obligations over time during the construction period. Any excess of revenue recognised over progress billings is presented as contract asset, whereas any deficit is presented as contract liability.

The Group measures the loss allowance for contract assets at an amount equal to lifetime expected credit losses using the simplified approach in accordance with MFRS 9. The changes in the loss allowance are as follows:

|                     | 2025<br>RM         | 2024<br>RM       |
|---------------------|--------------------|------------------|
| Balance at 1 April  | 1,957,530          | 0                |
| Impairment losses   | 0                  | 1,957,530        |
| Write-offs          | <u>(1,957,530)</u> | <u>0</u>         |
| Balance at 31 March | <u>0</u>           | <u>1,957,530</u> |

### (ii) Contract assets from rendering of services

|                                    | 2025<br>RM    | 2024<br>RM |
|------------------------------------|---------------|------------|
| Balance at 1 April                 | 0             | 0          |
| Revenue recognised during the year | <u>95,676</u> | <u>0</u>   |
| Balance at 31 March                | <u>95,676</u> | <u>0</u>   |

As disclosed in Note 2.17, the Group generally satisfies its performance obligations over time when the services are performed. Any excess of revenue recognised over progress billings is presented as contract asset, whereas any deficit is presented as contract liability.

The Group measures the loss allowance for contract assets at an amount equal to lifetime expected credit losses using the simplified approach in accordance with MFRS 9. Based on the low historical observed default rates (adjusted for forward-looking estimates), the expected credit losses on contract assets are not considered to be material and hence, have not been recognised.

# NOTES TO THE FINANCIAL STATEMENTS [CONT'D]

31 MARCH 2025

## 14. Receivables

|                               | Group             |                   | Company           |                   |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|
|                               | 2025<br>RM        | 2024<br>RM        | 2025<br>RM        | 2024<br>RM        |
| <b>Non-current assets</b>     |                   |                   |                   |                   |
| Amounts due from subsidiaries | 0                 | 0                 | 13,727,880        | 46,738,426        |
| Loss allowance                | 0                 | 0                 | 0                 | (6,785,663)       |
|                               | <u>0</u>          | <u>0</u>          | <u>13,727,880</u> | <u>39,952,763</u> |
| <b>Current assets</b>         |                   |                   |                   |                   |
| Trade receivables:            |                   |                   |                   |                   |
| - Associates                  | 5,701,511         | 3,570,200         | 0                 | 0                 |
| - Unrelated parties           | 36,424,094        | 38,295,482        | 0                 | 0                 |
|                               | 42,125,605        | 41,865,682        | 0                 | 0                 |
| - Loss allowance              | (14,525,795)      | (14,196,188)      | 0                 | 0                 |
|                               | <u>27,599,810</u> | <u>27,669,494</u> | <u>0</u>          | <u>0</u>          |
| Other receivables             | 2,512,734         | 2,985,953         | 14,500            | 12,500            |
| Loss allowance                | (781,141)         | (781,993)         | 0                 | 0                 |
|                               | <u>1,731,593</u>  | <u>2,203,960</u>  | <u>14,500</u>     | <u>12,500</u>     |
| Amounts due from subsidiaries | 0                 | 0                 | 7,195,396         | 8,623,866         |
| Loss allowance                | 0                 | 0                 | (1,864,489)       | (62,500)          |
|                               | <u>0</u>          | <u>0</u>          | <u>5,330,907</u>  | <u>8,561,366</u>  |
| Amounts due from associates   | 257,875           | 1,721,492         | 16,375            | 16,836            |
| Loss allowance                | 0                 | (1,532,861)       | 0                 | 0                 |
|                               | <u>257,875</u>    | <u>188,631</u>    | <u>16,375</u>     | <u>16,836</u>     |
|                               | <u>29,589,278</u> | <u>30,062,085</u> | <u>5,361,782</u>  | <u>8,590,702</u>  |
| Total receivables             | <u>29,589,278</u> | <u>30,062,085</u> | <u>19,089,662</u> | <u>48,543,465</u> |

### Trade receivables

The Group determines credit risk concentrations in terms of counterparties. As at 31 March 2025, there was 1 (2024 : 1) major customer that individually accounted for 10% or more of the Group's trade receivables and the total outstanding balance due from this major customer amounted to RM6,531,695 (2024 : RM6,531,695).

The credit terms of trade receivables range from 7 to 90 days. The Group uses past due information to assess the credit risk of trade receivables. The analysis by past due status is as follows:

|                            | Group             |                   |
|----------------------------|-------------------|-------------------|
|                            | 2025<br>RM        | 2024<br>RM        |
| Not past due               | 13,574,365        | 14,897,527        |
| 1 to 30 days past due      | 8,067,966         | 7,289,503         |
| 31 to 60 days past due     | 2,469,430         | 2,254,162         |
| 61 to 90 days past due     | 996,037           | 1,024,174         |
| More than 90 days past due | 17,017,807        | 16,400,316        |
|                            | <u>42,125,605</u> | <u>41,865,682</u> |

# NOTES TO THE FINANCIAL STATEMENTS [CONT'D]

31 MARCH 2025

## 14. Receivables (cont'd)

### Trade receivables (cont'd)

The Group determines that a trade receivable is credit-impaired when the customer is experiencing significant financial difficulty and has defaulted in payments. Unless otherwise demonstrated, the Group generally considers a default to have occurred when the trade receivable is more than 90 days past due. The gross carrying amount of a credit-impaired trade receivable is directly written off when there is no reasonable expectation of recovery. This normally occurs when there is reasonable proof of customer insolvency.

The Group measures the loss allowance for trade receivables at an amount equal to lifetime expected credit losses using the simplified approach in accordance with MFRS 9. Such lifetime expected credit losses are calculated using a provision matrix based on historical observed default rates (adjusted for forward-looking estimates). The following table details the risk profile of trade receivables based on the Group's provision matrix. As the Group's historical credit loss experience does not show significantly different loss patterns for different customer segments, the loss allowance based on past due status is not further distinguished among the diversity of customer base.

#### Group

|                          | Not<br>past due<br>RM | 1 to 30<br>days<br>past due<br>RM | 31 to 60<br>days<br>past due<br>RM | 61 to 90<br>days<br>past due<br>RM | More than<br>90 days<br>past due<br>RM | Credit-<br>impaired<br>RM | Total<br>RM |
|--------------------------|-----------------------|-----------------------------------|------------------------------------|------------------------------------|--|---------------------------|-------------|
| <b>2025</b>              |                       |                                   |                                    |                                    |  |                           |             |
| Gross carrying amount    | 13,574,365            | 8,067,966                         | 2,469,430                          | 996,037                            | 6,171,662                              | 10,846,145                | 42,125,605  |
| Average credit loss rate | 0.75%                 | 2.23%                             | 3.99%                              | 4.09%                              | 52.80%                                 | 100.00%                   | 34.48%      |
| Loss allowance           | 101,399               | 180,195                           | 98,520                             | 40,776                             | 3,258,760                              | 10,846,145                | 14,525,795  |
| <b>2024</b>              |                       |                                   |                                    |                                    |  |                           |             |
| Gross carrying amount    | 14,897,527            | 7,289,503                         | 2,254,162                          | 1,024,174                          | 3,588,553                              | 12,811,763                | 41,865,682  |
| Average credit loss rate | 0.87%                 | 1.33%                             | 4.76%                              | 5.10%                              | 27.82%                                 | 100.00%                   | 33.91%      |
| Loss allowance           | 129,465               | 96,851                            | 107,409                            | 52,199                             | 998,501                                | 12,811,763                | 14,196,188  |

The average credit loss rates were based on the payment profile of revenue over a period of 36 (2024 : 24) months and the corresponding historical credit losses experienced during the period. The rates were adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables.

The changes in the loss allowance are as follows:

|                           | Group             |                   |
|---------------------------|-------------------|-------------------|
|                           | 2025<br>RM        | 2024<br>RM        |
| Balance at 1 April        | 14,196,188        | 13,389,670        |
| Impairment losses         | 1,706,513         | 806,518           |
| Write-offs                | (1,316,891)       | 0                 |
| Dissolution of subsidiary | (60,015)          | 0                 |
| Balance at 31 March       | <u>14,525,795</u> | <u>14,196,188</u> |

# NOTES TO THE FINANCIAL STATEMENTS [CONT'D]

31 MARCH 2025

## 14. Receivables (cont'd)

### Other receivables

The changes in the loss allowance are as follows:

|                           | Group          |                |
|---------------------------|----------------|----------------|
|                           | 2025<br>RM     | 2024<br>RM     |
| Balance at 1 April        | 781,993        | 0              |
| Impairment (gains)/losses | (852)          | 781,993        |
| Balance at 31 March       | <u>781,141</u> | <u>781,993</u> |

### Amounts due from subsidiaries

The amounts due from subsidiaries are unsecured, bearing interest at 3.00% (2024 : 3.00%) per annum and repayable on demand except for certain amounts totalling RM5,655,431 (2024 : RM6,479,269) which are interest free.

The changes in the loss allowance are as follows:

|                     | Company          |                  |
|---------------------|------------------|------------------|
|                     | 2025<br>RM       | 2024<br>RM       |
| Balance at 1 April  | 6,848,163        | 7,706,863        |
| Impairment gains    | (4,983,674)      | (858,700)        |
| Balance at 31 March | <u>1,864,489</u> | <u>6,848,163</u> |

### Amounts due from associates

The amounts due from associates are unsecured, interest free and repayable on demand.

The changes in the loss allowance are as follows:

|                     | Group       |                  |
|---------------------|-------------|------------------|
|                     | 2025<br>RM  | 2024<br>RM       |
| Balance at 1 April  | 1,532,861   | 1,532,861        |
| Write-offs          | (1,532,861) | 0                |
| Balance at 31 March | <u>0</u>    | <u>1,532,861</u> |

# NOTES TO THE FINANCIAL STATEMENTS [CONT'D]

31 MARCH 2025

## 15. Cash and cash equivalents

|                                  | Group             |                   | Company        |                  |
|----------------------------------|-------------------|-------------------|----------------|------------------|
|                                  | 2025<br>RM        | 2024<br>RM        | 2025<br>RM     | 2024<br>RM       |
| Cash and bank balances:          |                   |                   |                |                  |
| - Interest earning               | 3,942,776         | 6,563,592         | 3,849          | 280              |
| - Non-interest earning           | 4,682,809         | 4,017,054         | 400,401        | 275,990          |
|                                  | <u>8,625,585</u>  | <u>10,580,646</u> | <u>404,250</u> | <u>276,270</u>   |
| Term deposits                    | 5,936,623         | 5,799,218         | 0              | 0                |
| Short-term funds - at fair value | <u>1,524,546</u>  | <u>4,705,114</u>  | <u>130,248</u> | <u>1,687,954</u> |
|                                  | <u>16,086,754</u> | <u>21,084,978</u> | <u>534,498</u> | <u>1,964,224</u> |

Cash and bank balances and term deposits are placed with reputable financial institutions with low credit risk. Accordingly, their expected credit losses are not considered to be material and hence, have not been recognised.

The term deposits have been pledged as security for credit facilities granted to the Group. Accordingly, these term deposits are not freely available for use.

The effective interest rates of interest earning bank balances and term deposits as at 31 March 2025 ranged from 1.50% to 2.65% (2024 : 1.50% to 2.95%) per annum.

Short-term funds represent highly liquid investments in money market funds managed by financial institutions that invest in low-risk instruments, and are readily redeemable with insignificant risk of changes in value. Their fair values were directly measured using the unadjusted market values quoted by the financial institutions (i.e. Level 1).

For the purpose of statement of cash flows, cash and cash equivalents are presented net of pledged deposits as follows:

|                                   | Group              |                    | Company        |                  |
|-----------------------------------|--------------------|--------------------|----------------|------------------|
|                                   | 2025<br>RM         | 2024<br>RM         | 2025<br>RM     | 2024<br>RM       |
| Cash and cash equivalents         | 16,086,754         | 21,084,978         | 534,498        | 1,964,224        |
| Term deposits pledged as security | <u>(5,936,623)</u> | <u>(5,799,218)</u> | <u>0</u>       | <u>0</u>         |
|                                   | <u>10,150,131</u>  | <u>15,285,760</u>  | <u>534,498</u> | <u>1,964,224</u> |



# NOTES TO THE FINANCIAL STATEMENTS [CONT'D]

31 MARCH 2025

## 16. Payables

|                             | Group             |                   | Company          |                  |
|-----------------------------|-------------------|-------------------|------------------|------------------|
|                             | 2025<br>RM        | 2024<br>RM        | 2025<br>RM       | 2024<br>RM       |
| Trade payables:             |                   |                   |                  |                  |
| - Associates                | 1,437,387         | 1,032,452         | 0                | 0                |
| - Unrelated parties         | 9,728,250         | 11,542,389        | 0                | 0                |
|                             | 11,165,637        | 12,574,841        | 0                | 0                |
| Other payables              | 6,827,553         | 6,299,976         | 150,679          | 153,475          |
| Amounts due to subsidiaries | 0                 | 0                 | 2,472,214        | 3,466,460        |
| Amount due to associate     | 5,804             | 0                 | 0                | 0                |
|                             | <u>17,998,994</u> | <u>18,874,817</u> | <u>2,622,893</u> | <u>3,619,935</u> |

Payables are generally short-term in nature or repayable on demand and their carrying amounts will approximate to the remaining contractual undiscounted cash flows.

### Trade and other payables

The credit terms of trade and other payables range from 7 to 90 days.

### Amounts due to subsidiaries

The amounts due to subsidiaries are unsecured, bearing interest at 3.00% (2024 : 3.00%) per annum and repayable on demand except for certain amounts totalling RM18,214 (2024 : RM22,460) which are interest free.

### Amount due to associate

The amount due to associate is unsecured, interest free and repayable on demand.

## 17. Loans and borrowings

| Group                     | 2025<br>RM        | 2024<br>RM        |
|---------------------------|-------------------|-------------------|
| <b>Secured</b>            |                   |                   |
| Term loans                | 17,325,848        | 18,415,312        |
| <b>Unsecured</b>          |                   |                   |
| Banker acceptances        | 140,000           | 470,000           |
| Revolving credits         | 1,901,170         | 1,201,591         |
|                           | <u>19,367,018</u> | <u>20,086,903</u> |
| Disclosed as:             |                   |                   |
| - Current liabilities     | 3,168,027         | 2,752,122         |
| - Non-current liabilities | 16,198,991        | 17,334,781        |
|                           | <u>19,367,018</u> | <u>20,086,903</u> |

Term loans are secured against certain property, plant and equipment (Note 4), investment properties (Note 5) and right-of-use assets (Note 6).

The effective interest rates of loans and borrowings as at 31 March 2025 ranged from 4.37% to 5.35% (2024 : 4.37% to 5.35%) per annum.

# NOTES TO THE FINANCIAL STATEMENTS [CONT'D]

31 MARCH 2025

## 17. Loans and borrowings (cont'd)

Except for term loans, loans and borrowings are generally short-term in nature or repayable on demand and their carrying amounts will approximate to the remaining contractual undiscounted cash flows.

Term loans are repayable over 10 to 15 years. The repayment analysis is as follows:

|   | 2025<br>RM        | 2024<br>RM        |
|---|-------------------|-------------------|
| Gross loan instalments:                   |                   |                   |
| - Within 1 year                           | 1,863,766         | 1,866,464         |
| - 1 to 5 years                            | 7,434,094         | 7,444,886         |
| - After 5 years                           | 13,484,944        | 15,389,463        |
| Total contractual undiscounted cash flows | 22,782,804        | 24,700,813        |
| Future finance charges                    | (5,456,956)       | (6,285,501)       |
| Present value of term loans               | <u>17,325,848</u> | <u>18,415,312</u> |

The fair values of term loans were measured using present value technique by discounting the expected future cash flows using observable current market interest rates for similar liabilities (i.e. Level 2). The fair values measured were considered to be reasonably close to the carrying amounts reported as the observable current market interest rates also approximated to the effective interest rates of term loans.

## 18. Lease liabilities

| Group                                     | 2025<br>RM       | 2024<br>RM       |
|---|------------------|------------------|
| Gross lease liabilities:                  |                  |                  |
| - Within 1 year                           | 4,321,447        | 5,632,396        |
| - 1 to 5 years                            | 3,596,980        | 3,635,050        |
| Total contractual undiscounted cash flows | 7,918,427        | 9,267,446        |
| Future finance charges                    | (441,182)        | (480,719)        |
| Present value of lease liabilities        | <u>7,477,245</u> | <u>8,786,727</u> |
| Disclosed as:                             |                  |                  |
| - Current liabilities                     | 4,015,587        | 5,304,244        |
| - Non-current liabilities                 | 3,461,658        | 3,482,483        |
|   | <u>7,477,245</u> | <u>8,786,727</u> |

The incremental borrowing rates applied to lease liabilities as at 31 March 2025 ranged from 1.68% to 6.14% (2024 : 1.38% to 6.42%) per annum.

## 19. Share capital

|  | 2025<br>RM        | 2024<br>RM        |
|--|-------------------|-------------------|
| <b>Issued and fully paid</b>                 |                   |                   |
| 80,426,301 ordinary shares with no par value | <u>81,109,469</u> | <u>81,109,469</u> |

# NOTES TO THE FINANCIAL STATEMENTS [CONT'D]

31 MARCH 2025

## 19. Share capital (cont'd)

### Treasury shares

The shareholders of the Company, by a resolution passed at the annual general meeting held on 11 September 2024, approved to renew the authority for the Company to purchase its own shares. As at 31 March 2025, there were 939,200 (2024 : 939,200) ordinary shares purchased from the open market using internally generated funds and held as treasury shares at total cost of RM959,175 (2024 : RM959,175). The number of outstanding shares in issue after excluding the treasury shares is 79,487,101 (2024 : 79,487,101).

## 20. Non-controlling interests ("NCI")

### Group

|  | Accumulated NCI  |                  | Profit/(Loss) allocated to NCI |                |
|--|------------------|------------------|--------------------------------|----------------|
|  | 2025<br>RM       | 2024<br>RM       | 2025<br>RM                     | 2024<br>RM     |
| Agriplex (M) Sdn. Bhd.                       | 0                | (2,083,708)      | 78,196                         | 507,837        |
| Hot Colour Furniture Sdn. Bhd.               | 4,990,272        | 5,435,367        | (445,095)                      | (61,198)       |
| Jentanian Transport and Forwarding Sdn. Bhd. | 17,420           | 32,669           | (15,249)                       | (58,500)       |
| See Hup Pioneer Logistics Sdn. Bhd.          | 245,219          | 290,591          | (45,372)                       | (81,789)       |
| SH Global Freight Sdn. Bhd.                  | 3,460,804        | 2,061,151        | 265,628                        | 140,435        |
| SH Logistics (M) Sdn. Bhd.                   | 250,883          | 222,547          | 28,336                         | 34,326         |
| SH Moment Builder Sdn. Bhd.                  | (5,681,120)      | (4,006,704)      | (1,674,416)                    | 13,728         |
| Bentara Dermaga Sdn. Bhd.                    | 0                | (281)            | 1,185                          | (1,805)        |
| SH Haulage Sdn. Bhd.                         | (21,893)         | 134,411          | (181,313)                      | (38,033)       |
| SH Supply Chain Sdn. Bhd.                    | 236,681          | 165,635          | 71,046                         | 24,079         |
| SH Worldwide Logistics Sdn. Bhd.             | 1,765,434        | 946,232          | 265,333                        | 102,782        |
|  | <u>5,263,700</u> | <u>3,197,910</u> | <u>(1,651,721)</u>             | <u>581,862</u> |

## NOTES TO THE FINANCIAL STATEMENTS [CONT'D]

31 MARCH 2025

### 20. Non-controlling interests ("NCI") (cont'd)

The details of the subsidiaries that have NCI are as follows:

| Name of subsidiary                                     | Principal place of business/<br>Country of incorporation | Effective ownership interest held by NCI |      | Principal activity  |
|--|--|--|------|---|
|  |  | 2025                                     | 2024 |   |
| Agriplex (M) Sdn. Bhd. ("AGSB")                        | Malaysia   | 0%                                       | 30%  | Provision of forwarding and transport services                                    |
| Hot Colour Furniture Sdn. Bhd. ("HCF")                 | Malaysia   | 49%                                      | 49%  | Provision of leasing of buildings, plant and machinery and transport services     |
| Jentanian Transport and Forwarding Sdn. Bhd. ("JTFSB") | Malaysia   | 11%                                      | 11%  | Provision of transport services   |
| See Hup Pioneer Logistics Sdn. Bhd. ("SHPL")           | Malaysia   | 10%                                      | 10%  | Provision of warehousing and forwarding services                                  |
| SH Global Freight Sdn. Bhd. ("SHGF")                   | Malaysia   | 45%                                      | 26%  | Provision of forwarding and transport services                                    |
| SH Logistics (M) Sdn. Bhd.                             | Malaysia   | 48%                                      | 48%  | Provision of transport services   |
| SH Moment Builder Sdn. Bhd. ("SHMB")                   | Malaysia   | 45%                                      | 45%  | Provision of construction of infrastructure, supply of labour and heavy equipment |
| Bentara Dermaga Sdn. Bhd. ("BDSB")                     | Malaysia   | 0%                                       | 20%  | Dissolved in February 2025  |
| SH Haulage Sdn. Bhd. ("SHH")                           | Malaysia   | 37%                                      | 37%  | Provision of container haulage services   |
| SH Supply Chain Sdn. Bhd. ("SHSC")                     | Malaysia   | 20%                                      | 20%  | Provision of forwarding and transport services                                    |
| SH Worldwide Logistics Sdn. Bhd. ("SHWL")              | Malaysia   | 40%                                      | 24%  | Provision of forwarding and transport services                                    |

## NOTES TO THE FINANCIAL STATEMENTS [CONT'D]

31 MARCH 2025

### 20. Non-controlling interests ("NCI") (cont'd)

#### Changes in ownership interests in subsidiaries

During the financial year,

- i) the Company acquired the remaining 30% equity interest in AGSB from NCI for cash consideration of RM1.
- ii) SHGF issued 424,400 ordinary shares to NCI for cash consideration of RM424,400. The issue has resulted in a dilution of the Company's equity interest in SHGF from 74% to 55%.
- iii) SHWL, a subsidiary held indirectly through Limsa Ekuiti Sdn. Bhd. issued 136,000 ordinary shares to NCI for cash consideration of RM136,000. The issue has resulted in a dilution of the Company's indirect equity interest in SHWL from 76% to 60%.
- iv) the Group, through SHPL acquired 30% equity interest in SHH from NCI in August 2024 for cash consideration of RM300,000. The same interest was subsequently disposed of to NCI in December 2024 for the same consideration. As a result, the Group's equity interest in SHH remained unchanged at 63% as at 31 March 2025.

The effects of the changes in ownership interests on the equity attributable to owners of the Company are as follows:

|  | AGSB<br>RM       | SHGF<br>RM       | SHWL<br>RM       | SHH<br>RM     | Total<br>RM      |
|--|------------------|------------------|------------------|---------------|------------------|
| Amount by which NCI are adjusted                         | 2,005,512        | 1,870,425        | 761,869          | 25,009        | 4,662,815        |
| Cash consideration paid/(received)                       | <u>1</u>         | <u>(424,400)</u> | <u>(136,000)</u> | <u>0</u>      | <u>(560,399)</u> |
| Decrease in equity attributable to owners of the Company | <u>2,005,513</u> | <u>1,446,025</u> | <u>625,869</u>   | <u>25,009</u> | <u>4,102,416</u> |

# NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

31 MARCH 2025

## 20. Non-controlling interests ("NCI") (cont'd)

The summarised financial information (before inter-company eliminations) of the above subsidiaries is as follows:

|   | AGSB<br>RM   | HCF<br>RM    | JTSB<br>RM  | SHPL<br>RM  | SHGF<br>RM  | SHL<br>RM | SHMB<br>RM   | BDSB<br>RM | SHH<br>RM   | SHSC<br>RM  | SHWL<br>RM  |
|---|--------------|--------------|-------------|-------------|-------------|-----------|--------------|------------|-------------|-------------|-------------|
| <b>2025</b>                                       |              |              |             |             |             |           |              |            |             |             |             |
| Non-current assets                                | 2,660,793    | 24,798,147   | 1,479,108   | 4,219,264   | 1,369,308   | 20,902    | 1,040,871    | 0          | 2,338,154   | 341,742     | 718,124     |
| Current assets                                    | 4,447,510    | 3,080,263    | 1,923,913   | 2,814,973   | 10,696,907  | 764,049   | 7,944,377    | 0          | 2,214,355   | 2,969,054   | 7,503,120   |
| Current liabilities                               | (4,429,537)  | (1,358,545)  | (2,912,696) | (4,162,797) | (4,267,540) | (245,269) | (5,550,828)  | 0          | (3,495,279) | (2,011,706) | (3,647,164) |
| Non-current liabilities                           | (136,938)    | (16,335,637) | (336,168)   | (406,907)   | (108,000)   | 0         | (59,130)     | 0          | (836,607)   | (128,561)   | (160,494)   |
| Net assets  | 2,541,828    | 10,184,228   | 154,157     | 2,464,533   | 7,690,675   | 539,682   | 3,375,290    | 0          | 220,623     | 1,170,529   | 4,413,586   |
| Revenue   | 13,920,845   | 1,640,192    | 6,327,410   | 9,801,410   | 28,571,966  | 2,807,446 | 1,604,340    | 0          | 7,141,996   | 7,870,145   | 22,911,931  |
| Profit/(Loss) (representing comprehensive income) | 482,327      | (908,380)    | (134,952)   | (434,361)   | 895,091     | 59,457    | (3,720,921)  | 676        | (418,881)   | 351,468     | 874,563     |
| Dividends paid to NCI                             | 0            | 0            | 0           | 0           | (736,400)   | 0         | 0            | 0          | 0           | 0           | (208,000)   |
| Net cash from/(used in) operating activities      | 376,069      | 990,768      | 1,165,323   | 64,808      | 503,228     | 19,483    | (353,542)    | 372        | 331,329     | 228,393     | 705,618     |
| Net cash (used in)/from investing activities      | (654,013)    | 928,238      | (2,400)     | 180,885     | 366,196     | 126,304   | 593,010      | 0          | 271,564     | 0           | (176,523)   |
| Net cash used in financing activities             | (107,202)    | (1,803,924)  | (912,579)   | (560,553)   | (1,333,428) | (5,338)   | (1,530,153)  | (4,592)    | (819,150)   | (264,045)   | (844,341)   |
| Net cash (outflow)/inflow                         | (385,146)    | 115,082      | 250,344     | (314,860)   | (464,004)   | 140,449   | (1,290,685)  | (4,220)    | (216,257)   | (35,652)    | (315,246)   |
| <b>2024</b>                                       |              |              |             |             |             |           |              |            |             |             |             |
| Non-current assets                                | 2,439,910    | 25,717,639   | 2,035,117   | 6,447,600   | 1,545,827   | 38,000    | 3,424,490    | 0          | 2,516,908   | 565,834     | 758,506     |
| Current assets                                    | 4,412,305    | 3,941,802    | 1,504,559   | 3,099,664   | 11,028,678  | 857,898   | 11,738,186   | 64,234     | 2,351,733   | 1,486,419   | 6,189,697   |
| Current liabilities                               | (13,779,948) | (1,477,835)  | (2,597,499) | (4,923,981) | (4,497,217) | (415,673) | (23,343,709) | (60,318)   | (3,162,982) | (905,040)   | (2,857,136) |
| Non-current liabilities                           | (12,766)     | (17,088,998) | (653,068)   | (1,724,389) | (69,704)    | 0         | (722,756)    | 0          | (1,066,155) | (328,152)   | (168,044)   |
| Net assets  | (6,940,499)  | 11,092,608   | 289,109     | 2,898,894   | 8,007,584   | 480,225   | (8,903,789)  | 3,916      | 639,504     | 819,061     | 3,923,023   |
| Revenue   | 16,354,090   | 2,075,354    | 5,664,745   | 10,961,367  | 26,005,584  | 3,040,257 | 17,792,676   | (9,173)    | 7,902,242   | 4,101,622   | 16,500,791  |
| Profit/(Loss) (representing comprehensive income) | 1,692,791    | (124,894)    | (517,692)   | (782,670)   | 1,404,348   | 72,023    | 30,014       | 0          | (101,924)   | 119,086     | 548,171     |
| Dividends paid to NCI                             | 0            | 0            | 0           | 0           | (51,485)    | 0         | 0            | 0          | 0           | 0           | (9,900)     |
| Net cash from/(used in) operating activities      | 2,224,797    | 1,777,635    | 534,814     | 1,557,822   | 2,015,499   | (279,897) | 1,140,650    | (7,158)    | 513,196     | 163,670     | (64,661)    |
| Net cash (used in)/from investing activities      | (1,284,300)  | 101,732      | (53,800)    | 16,303      | (23,467)    | 11,111    | 347,064      | 0          | (15,540)    | (6,074)     | (27,280)    |
| Net cash used in financing activities             | (1,123,421)  | (1,797,303)  | (635,146)   | (1,444,169) | (77,921)    | (6,120)   | (694,942)    | 0          | (646,494)   | (240,353)   | (246,991)   |
| Net cash (outflow)/inflow                         | (182,924)    | 82,064       | (154,132)   | 129,956     | 1,914,111   | (274,906) | 792,772      | (7,158)    | (148,838)   | (82,757)    | (338,932)   |

# NOTES TO THE FINANCIAL STATEMENTS [CONT'D]

31 MARCH 2025

## 21. Revenue

|  | Group              |                    | Company          |                |
|--|--------------------|--------------------|------------------|----------------|
|  | 2025<br>RM         | 2024<br>RM         | 2025<br>RM       | 2024<br>RM     |
| Revenue from contracts with customers: |                    |                    |                  |                |
| - Rendering of services                | 114,622,974        | 104,585,532        | 0                | 0              |
| - Construction contracts               | 1,604,340          | 17,771,252         | 0                | 0              |
| - Sale of goods                        | 1,011,407          | 2,475,428          | 0                | 0              |
|  | 117,238,721        | 124,832,212        | 0                | 0              |
| Other sources of revenue:              |                    |                    |                  |                |
| - Dividend income                      | 0                  | 0                  | 1,252,000        | 569,514        |
| - Operating lease income               | 1,406,344          | 1,437,177          | 0                | 0              |
|  | 1,406,344          | 1,437,177          | 1,252,000        | 569,514        |
|  | <u>118,645,065</u> | <u>126,269,389</u> | <u>1,252,000</u> | <u>569,514</u> |

### Disaggregation of revenue from contracts with customers

|   | Group              |                    |
|---|--------------------|--------------------|
|   | 2025<br>RM         | 2024<br>RM         |
| Major products/services:                |                    |                    |
| - Transportation and logistics services | 114,622,974        | 104,585,532        |
| - Construction of infrastructure        | 1,604,340          | 17,771,252         |
| - Sales of general merchandise          | 1,011,407          | 2,475,428          |
|   | <u>117,238,721</u> | <u>124,832,212</u> |
| Timing of revenue recognition:          |                    |                    |
| - Over time                             | 116,227,314        | 122,356,784        |
| - At a point in time                    | 1,011,407          | 2,475,428          |
|   | <u>117,238,721</u> | <u>124,832,212</u> |

Information about other disaggregation of revenue has not been disclosed as the Group and the Company generate revenue principally within Malaysia.

## 22. Impairment (losses)/gains on contract assets and financial assets

|                               | Group              |                    | Company          |                |
|-------------------------------|--------------------|--------------------|------------------|----------------|
|                               | 2025<br>RM         | 2024<br>RM         | 2025<br>RM       | 2024<br>RM     |
| Contract assets               | 0                  | (1,957,530)        | 0                | 0              |
| Trade receivables             | (1,706,513)        | (806,518)          | 0                | 0              |
| Other receivables             | 852                | (781,993)          | 0                | 0              |
| Amounts due from subsidiaries | 0                  | 0                  | 4,983,674        | 858,700        |
|                               | <u>(1,705,661)</u> | <u>(3,546,041)</u> | <u>4,983,674</u> | <u>858,700</u> |



# NOTES TO THE FINANCIAL STATEMENTS [CONT'D]

31 MARCH 2025

## 23. Depreciation

| Group                         | 2025<br>RM       | 2024<br>RM       |
|-------------------------------|------------------|------------------|
| Property, plant and equipment | 4,389,721        | 3,889,589        |
| Investment properties         | 31,925           | 31,925           |
| Right-of-use assets           | 3,660,252        | 4,300,419        |
|                               | <u>8,081,898</u> | <u>8,221,933</u> |

## 24. Employee benefits expense (including directors' remuneration)

|                                      | Group             |                   | Company        |                |
|--------------------------------------|-------------------|-------------------|----------------|----------------|
|                                      | 2025<br>RM        | 2024<br>RM        | 2025<br>RM     | 2024<br>RM     |
| Directors of the Company:            |                   |                   |                |                |
| - Fees                               | 171,000           | 144,000           | 61,000         | 64,000         |
| - Other short-term employee benefits | 1,144,166         | 1,054,859         | 174,026        | 165,058        |
| - Defined contribution plans         | 129,967           | 118,833           | 14,790         | 13,776         |
|                                      | <u>1,445,133</u>  | <u>1,317,692</u>  | <u>249,816</u> | <u>242,834</u> |
| Directors of subsidiaries:           |                   |                   |                |                |
| - Fees                               | 438,500           | 288,000           | 0              | 0              |
| - Other short-term employee benefits | 3,231,899         | 3,240,683         | 0              | 0              |
| - Defined contribution plans         | 351,911           | 385,244           | 0              | 0              |
|                                      | <u>4,022,310</u>  | <u>3,913,927</u>  | <u>0</u>       | <u>0</u>       |
| Other employees:                     |                   |                   |                |                |
| - Short-term employee benefits       | 20,870,507        | 20,632,930        | 390,079        | 310,761        |
| - Defined contribution plans         | 2,120,894         | 2,239,232         | 41,382         | 33,706         |
|                                      | <u>22,991,401</u> | <u>22,872,162</u> | <u>431,461</u> | <u>344,467</u> |
|                                      | <u>28,458,844</u> | <u>28,103,781</u> | <u>681,277</u> | <u>587,301</u> |

The estimated money value of benefits received or receivable by directors otherwise than in cash is as follows:

|                           | Group          |                |
|---------------------------|----------------|----------------|
|                           | 2025<br>RM     | 2024<br>RM     |
| Directors of the Company  | 27,996         | 21,881         |
| Directors of subsidiaries | 101,838        | 88,654         |
|                           | <u>129,834</u> | <u>110,535</u> |

# NOTES TO THE FINANCIAL STATEMENTS [CONT'D]

31 MARCH 2025

## 25. (Loss)/Profit before tax

|   | Group      |            | Company    |            |
|---|------------|------------|------------|------------|
|   | 2025<br>RM | 2024<br>RM | 2025<br>RM | 2024<br>RM |
| (Loss)/Profit before tax is arrived at after charging:  |            |            |            |            |
| Auditors' remuneration  | 232,000    | 197,500    | 45,000     | 38,000     |
| Impairment loss on goodwill*  | 0          | 704,273    | 0          | 0          |
| Impairment loss on investments in subsidiaries*   | 0          | 0          | 9,044,128  | 200,000    |
| Impairment loss on investments in associates*   | 0          | 0          | 2,772,064  | 0          |
| Interest expense for financial liabilities not measured at fair value through profit or loss        | 861,344    | 985,931    | 87,641     | 113,845    |
| Interest expense for lease liabilities  | 456,881    | 519,680    | 0          | 0          |
| Inventories written off   | 0          | 2,383,165  | 0          | 0          |
| Lease expense relating to:  |            |            |            |            |
| - Short-term leases   | 219,782    | 579,218    | 0          | 0          |
| - Leases of low-value assets (other than short-term leases)   | 193,142    | 324,906    | 0          | 0          |
| Loss on dissolution of subsidiary   | 0          | 0          | 61,692     | 0          |
| Loss on foreign exchange:   |            |            |            |            |
| - Realised  | 89,029     | 0          | 0          | 0          |
| - Unrealised  | 17,455     | 0          | 0          | 0          |
| Property, plant and equipment written off   | 16,696     | 4          | 0          | 0          |
| and crediting:  |            |            |            |            |
| Dividend income   | 24,674     | 37,184     | 1,252,000  | 569,514    |
| Fair value gains on financial instruments mandatorily measured at fair value through profit or loss | 179,494    | 196,713    | 33,621     | 74,794     |
| Gain on derecognition/disposal of right-of-use assets   | 47,482     | 4,801      | 0          | 0          |
| Gain on disposal of property, plant and equipment   | 1,263,409  | 632,592    | 0          | 0          |
| Gain on foreign exchange:   |            |            |            |            |
| - Realised  | 0          | 136,627    | 0          | 0          |
| - Unrealised  | 0          | 13,672     | 0          | 0          |
| Government grants   | 0          | 55,142     | 0          | 0          |
| Interest income for financial assets measured at amortised cost                                     | 300,903    | 332,333    | 1,470,690  | 1,486,151  |

# NOTES TO THE FINANCIAL STATEMENTS [CONT'D]

31 MARCH 2025

## 25. (Loss)/Profit before tax (cont'd)

|                                  | Group      |            | Company    |            |
|----------------------------------|------------|------------|------------|------------|
|                                  | 2025<br>RM | 2024<br>RM | 2025<br>RM | 2024<br>RM |
| Operating lease income from:     |            |            |            |            |
| - Investment properties          | 39,000     | 39,000     | 0          | 0          |
| - Subleasing right-of-use assets | 272,650    | 252,000    | 0          | 0          |
| - Others                         | 1,712,925  | 1,726,483  | 0          | 0          |

\* Included in other expenses

## 26. Tax expense

|  | Group      |            | Company    |            |
|--|------------|------------|------------|------------|
|  | 2025<br>RM | 2024<br>RM | 2025<br>RM | 2024<br>RM |
| Tax based on results for the year:       |            |            |            |            |
| - Current tax                            | 984,340    | 976,439    | 233,650    | 213,300    |
| - Deferred tax                           | 77,000     | (162,000)  | 0          | 0          |
|  | 1,061,340  | 814,439    | 233,650    | 213,300    |
| Tax (over)/under provided in prior year: |            |            |            |            |
| - Current tax                            | (50,437)   | (287,998)  | (9,207)    | (113,403)  |
| - Deferred tax                           | (575,466)  | 141,000    | 0          | 0          |
|  | 435,437    | 667,441    | 224,443    | 99,897     |

The numerical reconciliation between the applicable tax rate, which is the statutory income tax rate, and the average effective tax rate on results for the year is as follows:

|   | Group     |           | Company   |           |
|---|-----------|-----------|-----------|-----------|
|   | 2025<br>% | 2024<br>% | 2025<br>% | 2024<br>% |
| Applicable tax rate                                     | (24.00)   | (24.00)   | (24.00)   | 24.00     |
| Non-deductible expenses                                 | 23.09     | 77.31     | 58.57     | 8.18      |
| Non-taxable income                                      | (5.04)    | (20.90)   | (29.97)   | (21.03)   |
| Increase/(Decrease) in unrecognised deferred tax assets | 38.86     | (1.50)    | 0.00      | 0.00      |
| Average effective tax rate                              | 32.91     | 30.91     | 4.60      | 11.15     |

# NOTES TO THE FINANCIAL STATEMENTS [CONT'D]

31 MARCH 2025

## 27. Loss per share

Group

The basic loss per share is calculated by dividing the Group's loss for the financial year attributable to owners of the Company by the weighted average number of ordinary shares in issue during the year as follows:

|  | 2025               | 2024               |
|--|--------------------|--------------------|
| Loss for the financial year attributable to owners of the Company (RM) | <u>(2,008,485)</u> | <u>(3,884,303)</u> |
| Weighted average number of shares in issue                             | <u>79,487,101</u>  | <u>79,487,101</u>  |
| Basic loss per share (sen)   | <u>(2.53)</u>      | <u>(4.89)</u>      |

The diluted loss per share equals the basic loss per share as the Company did not have any dilutive potential ordinary shares during the financial year.

## 28. Dividends

Group and Company

|  | 2025<br>RM       | 2024<br>RM       |
|--|------------------|------------------|
| In respect of financial year ended 31 March 2024:    |                  |                  |
| - Interim single tier dividend of 2.70 sen per share | 0                | 2,146,152        |
| In respect of financial year ended 31 March 2025:    |                  |                  |
| - Interim single tier dividend of 2.70 sen per share | <u>2,146,152</u> | <u>0</u>         |
|  | <u>2,146,152</u> | <u>2,146,152</u> |

## 29. Notes to statements of cash flows

### Acquisition of right-of-use assets

|                                      | Group              |                    |
|--------------------------------------|--------------------|--------------------|
|                                      | 2025<br>RM         | 2024<br>RM         |
| Cost of right-of-use assets acquired | 4,136,637          | 4,278,751          |
| Acquisition by means of leases       | <u>(4,487,165)</u> | <u>(5,146,983)</u> |
| Net cash received                    | <u>(350,528)</u>   | <u>(868,232)</u>   |

### Amounts due to subsidiaries

|                               | Company          |                  |
|-------------------------------|------------------|------------------|
|                               | 2025<br>RM       | 2024<br>RM       |
| Balance at 1 April            | 3,466,460        | 3,700,532        |
| Net cash flow changes         | <u>(994,246)</u> | <u>(234,072)</u> |
| Balance at 31 March (Note 16) | <u>2,472,214</u> | <u>3,466,460</u> |

# NOTES TO THE FINANCIAL STATEMENTS [CONT'D]

31 MARCH 2025

## 29. Notes to statements of cash flows (cont'd)

### Short-term loans and borrowings

|                                | Group            |                  |
|--------------------------------|------------------|------------------|
|                                | 2025<br>RM       | 2024<br>RM       |
| Balance at 1 April             | 1,671,591        | 5,859,082        |
| Net cash flow changes          | 369,460          | (4,187,491)      |
| Other changes                  | 119              | 0                |
| Balance at 31 March            | <u>2,041,170</u> | <u>1,671,591</u> |
| Represented by:                |                  |                  |
| - Banker acceptances (Note 17) | 140,000          | 470,000          |
| - Revolving credits (Note 17)  | <u>1,901,170</u> | <u>1,201,591</u> |
|                                | <u>2,041,170</u> | <u>1,671,591</u> |

### Lease liabilities

|  | Group            |                  |
|--|------------------|------------------|
|  | 2025<br>RM       | 2024<br>RM       |
| Balance at 1 April                                     | 8,786,727        | 9,618,256        |
| Acquisition of right-of-use assets                     | 4,487,165        | 5,146,983        |
| Remeasurement from reassessment or lease modifications | 373,777          | 233,975          |
| Payments   | (6,126,938)      | (5,921,231)      |
| Derecognition  | (43,486)         | (291,256)        |
| Balance at 31 March (Note 18)                          | <u>7,477,245</u> | <u>8,786,727</u> |

The total cash outflow for leases is as follows:

|  | Group            |                  |
|--|------------------|------------------|
|  | 2025<br>RM       | 2024<br>RM       |
| <b>Operating activities</b>                          |                  |                  |
| Lease expense recognised in profit or loss (Note 25) | 412,924          | 904,124          |
| <b>Investing activities</b>                          |                  |                  |
| Acquisition of right-of-use assets                   | (350,528)        | (868,232)        |
| <b>Financing activities</b>                          |                  |                  |
| Interest portion of lease liabilities (Note 25)      | 456,881          | 519,680          |
| Principal portion of lease liabilities               | <u>6,126,938</u> | <u>5,921,231</u> |
|  | <u>6,646,215</u> | <u>6,476,803</u> |

### Term loans

|                                  | Group              |                    | Company    |                 |
|----------------------------------|--------------------|--------------------|------------|-----------------|
|                                  | 2025<br>RM         | 2024<br>RM         | 2025<br>RM | 2024<br>RM      |
| Balance at 1 April               | 18,415,312         | 19,548,743         | 0          | 92,254          |
| Repayments                       | <u>(1,089,464)</u> | <u>(1,133,431)</u> | <u>0</u>   | <u>(92,254)</u> |
| Balance at 31 March<br>(Note 17) | <u>17,325,848</u>  | <u>18,415,312</u>  | <u>0</u>   | <u>0</u>        |

# NOTES TO THE FINANCIAL STATEMENTS [CONT'D]

31 MARCH 2025

## 30. Related party disclosures

Transactions with related parties during the financial year are as follows:

|   | Group      |            | Company    |            |
|---|------------|------------|------------|------------|
|   | 2025<br>RM | 2024<br>RM | 2025<br>RM | 2024<br>RM |
| Key management personnel compensation:                  |            |            |            |            |
| - Short-term employee benefits                          | 5,115,399  | 4,838,077  | 235,026    | 229,058    |
| - Defined contribution plans                            | 481,878    | 504,077    | 14,790     | 13,776     |
|   | 5,597,277  | 5,342,154  | 249,816    | 242,834    |
| Capital distribution from subsidiaries                  | 0          | 0          | 234,158    | 0          |
| Disposal of property, plant and equipment to associates | 59,183     | 0          | 0          | 0          |
| Dividends declared from subsidiaries                    | 0          | 0          | 900,000    | 217,514    |
| Dividends declared from associates                      | 400,000    | 400,000    | 352,000    | 352,000    |
| Interest charged by subsidiary                          | 0          | 0          | 87,641     | 106,692    |
| Interest charged to subsidiaries                        | 0          | 0          | 1,465,058  | 1,476,730  |
| Receiving of services from subsidiary                   | 0          | 0          | 30,000     | 30,000     |
| Receiving of services from associates                   | 2,192,334  | 2,760,503  | 0          | 0          |
| Rendering of services to associates                     | 10,339,341 | 6,857,904  | 0          | 0          |
| Rental charged by associates                            | 95,255     | 0          | 0          | 0          |
| Rental charged to associates                            | 1,198,049  | 344,489    | 0          | 0          |
| Sale of goods to associate                              | 910,222    | 1,546,074  | 0          | 0          |
| Subscription for shares in subsidiaries                 | 0          | 0          | 34,600,000 | 200,000    |
| Subscription for shares in associate                    | 0          | 55,250     | 0          | 55,250     |

# NOTES TO THE FINANCIAL STATEMENTS [CONT'D]

31 MARCH 2025

## 31. Segment reporting

Group

### Operating segments

For management purposes, the Group is organised into business units based on their products and services and has the following reportable operating segments:

- (i) Transportation and logistics services
- (ii) Trading in general merchandise
- (iii) Construction contracts

Except as indicated above, no operating segments have been aggregated to form the above reportable segments.

The accounting policies and measurement bases of the segment items reported are the same as those disclosed in Note 2. Transfer prices between operating segments are on an arm's length basis in a manner similar to transactions with external parties.

Information about segment liabilities are neither included in the internal management reports nor provided regularly to the management. Hence, no disclosure is made on segment liabilities.

|   | Transportation<br>and logistics<br>services<br>RM | Trading in<br>general<br>merchandise<br>RM | Construction<br>contracts<br>RM | Unallocated<br>non-operating<br>segments<br>RM | Consolidation<br>adjustments and<br>eliminations<br>RM | Total<br>RM        |
|---|---|--|---------------------------------|--|--|--------------------|
| <b>2025</b>   |   |  |                                 |  |  |                    |
| <b>Statement of financial position</b>                            |   |  |                                 |  |  |                    |
| Segment assets  | 71,940,448  | 1,547,155                                  | 8,519,299                       | 34,806,811                                     | (3,361,551)  | 113,452,162        |
| Investments in associates   | 600,000   | 0  | 0                               | 7,090,642                                      | 1,382,535  | 9,073,177          |
| Consolidated total assets   | <u>72,540,448</u>                                 | <u>1,547,155</u>                           | <u>8,519,299</u>                | <u>41,897,453</u>                              | <u>(1,979,016)</u>                                     | <u>122,525,339</u> |
| Included in the measurement of segment assets are:                |   |  |                                 |  |  |                    |
| - Additions to non-current assets                                 | 5,479,069   | 0  | 18,090                          | 80,852   | 0  | 5,578,011          |
| Segment liabilities   | <u>25,668,585</u>                                 | <u>335,130</u>                             | <u>1,116,848</u>                | <u>18,120,703</u>                              | <u>0</u>   | <u>45,241,266</u>  |
| <b>Statement of comprehensive income</b>                          |   |  |                                 |  |  |                    |
| Segment profit/(loss)   | <u>1,902,295</u>                                  | <u>(920,427)</u>                           | <u>(2,208,068)</u>              | <u>(2,505,437)</u>                             | <u>71,431</u>  | <u>(3,660,206)</u> |
| Included in the measurement of segment profit/(loss) are:         |   |  |                                 |  |  |                    |
| External revenue  | 114,857,102                                       | 1,011,407                                  | 1,604,340                       | 1,172,216                                      | 0  | 118,645,065        |
| Intersegment revenue  | 10,157,286  | 1,128,891                                  | 0                               | 1,758,976                                      | (13,045,153)   | 0                  |
| Total revenue   | <u>125,014,388</u>                                | <u>2,140,298</u>                           | <u>1,604,340</u>                | <u>2,931,192</u>                               | <u>(13,045,153)</u>                                    | <u>118,645,065</u> |
| Interest income   | 142,229   | 1,334                                      | 149,709                         | 7,631  | 0  | 300,903            |
| Interest expense  | 465,609   | 63,381                                     | 9,948                           | 779,287  | 0  | 1,318,225          |
| Dividends income  | 5,043   | 0  | 0                               | 19,631   | 0  | 24,674             |
| Non-cash income   | 896,291   | 362,622                                    | 116,599                         | 114,880  | 0  | 1,490,392          |
| Depreciation  | 5,437,300   | 1,048,692                                  | 502,829                         | 1,093,077                                      | 0  | 8,081,898          |
| Impairment (gains)/losses on contract assets and financial assets | (274,920)   | 86,533                                     | 1,894,048                       | 0  | 0  | 1,705,661          |
| Other non-cash expenses   | 34,158  | 0  | 0                               | 0  | 0  | 34,158             |
| Share of associates' profit                                       | 0   | 0  | 0                               | 0  | 71,431   | 71,431             |
| Tax expense   | <u>(126,518)</u>                                  | <u>889</u>                                 | <u>0</u>                        | <u>561,066</u>                                 | <u>0</u>   | <u>435,437</u>     |



# NOTES TO THE FINANCIAL STATEMENTS [CONT'D]

31 MARCH 2025

## 31. Segment reporting (cont'd)

### Operating segments (cont'd)

|   | Transportation<br>and logistics<br>services<br>RM | Trading in<br>general<br>merchandise<br>RM | Construction<br>contracts<br>RM | Unallocated<br>non-operating<br>segments<br>RM | Consolidation<br>adjustments and<br>eliminations<br>RM | Total<br>RM |
|---|---|--|---------------------------------|--|--|-------------|
| <b>2024</b>   |   |  |                                 |  |  |             |
| <b>Statement of financial position</b>                            |   |  |                                 |  |  |             |
| Segment assets  | 71,312,681  | 4,114,995                                  | 13,315,341                      | 34,867,216                                     | (897,230)  | 122,713,003 |
| Investments in associates   | 600,000   | 0  | 0                               | 9,862,706                                      | (1,060,960)  | 9,401,746   |
| Consolidated total assets   | 71,912,681  | 4,114,995                                  | 13,315,341                      | 44,729,922                                     | (1,958,190)  | 132,114,749 |
| Included in the measurement of segment assets are:                |   |  |                                 |  |  |             |
| - Additions to non-current assets                                 | 6,143,644   | 0  | 12,886                          | 132,266  | 0  | 6,288,796   |
| Segment liabilities   | 24,484,352  | 2,462,826                                  | 2,685,671                       | 19,006,564                                     | 0  | 48,639,413  |
| <b>Statement of comprehensive income</b>                          |   |  |                                 |  |  |             |
| Segment profit/(loss)   | 3,219,719   | (1,606,432)                                | 1,030,692                       | (2,855,425)                                    | (3,090,995)  | (3,302,441) |
| Included in the measurement of segment profit/(loss) are:         |   |  |                                 |  |  |             |
| External revenue  | 105,210,259                                       | 2,475,428                                  | 17,771,252                      | 812,450  | 0  | 126,269,389 |
| Intersegment revenue  | 12,402,684  | 925,490                                    | 21,424                          | 1,871,419                                      | (15,221,017)   | 0           |
| Total revenue   | 117,612,943                                       | 3,400,918                                  | 17,792,676                      | 2,683,869                                      | (15,221,017)   | 126,269,389 |
| Interest income   | 152,066   | 3,436                                      | 165,407                         | 11,424   | 0  | 332,333     |
| Interest expense  | 373,663   | 178,323                                    | 123,160                         | 830,465  | 0  | 1,505,611   |
| Dividends income  | 23,584  | 0  | 0                               | 13,600   | 0  | 37,184      |
| Non-cash income   | 459,717   | 181,396                                    | 36,241                          | 170,953  | 0  | 848,307     |
| Depreciation  | 5,083,974   | 1,285,117                                  | 853,809                         | 999,033  | 0  | 8,221,933   |
| Impairment (gains)/losses on contract assets and financial assets | (90,866)  | 1,002,582                                  | 2,634,325                       | 0  | 0  | 3,546,041   |
| Impairment loss on goodwill                                       | 0   | 0  | 108,320                         | 595,953  | 0  | 704,273     |
| Inventories written down  | 0   | 0  | 2,383,165                       | 0  | 0  | 2,383,165   |
| Other non-cash expenses   | 533   | 0  | 0                               | 0  | 0  | 533         |
| Share of associates' loss   | 0   | 0  | 0                               | 0  | (3,090,995)  | (3,090,995) |
| Tax expense/(income)  | 571,959   | (1,000)                                    | 0                               | 96,482   | 0  | 667,441     |

### Geographical information

Information about geographical areas has not been reported separately as the Group operates and generates revenue principally within Malaysia.

### Major customers

The Group did not have any major customer that contributed 10% or more of its total revenue.

## 32. Contractual commitments

### Group

|  | 2025<br>RM | 2024<br>RM |
|--|------------|------------|
| Acquisition of property, plant and equipment | 3,986,000  | 904,000    |

## NOTES TO THE FINANCIAL STATEMENTS [CONT'D]

31 MARCH 2025

### 33. Financial guarantee contracts

#### Company

The Company has entered into financial guarantee contracts to provide financial guarantees to financial institutions and trade suppliers for credit facilities granted to certain subsidiaries up to a total limit of RM69,420,000 (2024 : RM66,743,000). The total utilisation of these credit facilities as at 31 March 2025 amounted to RM25,185,000 (2024 : RM27,188,000). No maturity analysis is presented for the financial guarantee contracts as the entire amount could be called at any time in the event of default by the subsidiaries.

The aforementioned financial guarantee contracts should have been recognised in the statement of financial position in accordance with the recognition and measurement policies as stated in Note 2.13. After considering that the probability of the subsidiaries defaulting on the credit lines is remote, the financial guarantee contracts have not been recognised as the fair values on initial recognition are not expected to be material.

### 34. Financial risk management

The activities of the Group expose it to certain financial risks, including credit risk, liquidity risk, currency risk, interest rate risk and other price risk. The overall financial risk management objective of the Group is to ensure that adequate financial resources are available for business development whilst minimising the potential adverse impacts of financial risks on its financial position, performance and cash flows.

The aforementioned financial risk management objective and its related policies and processes explained below have remained unchanged from the previous financial year.

#### Credit risk

The Group's exposure to credit risk arises mainly from receivables and deposits placed with financial institutions. The maximum credit risk exposure of these financial assets is best represented by their respective carrying amounts in the statement of financial position. The Company is also exposed to credit risk in respect of its financial guarantees provided for credit facilities granted to certain subsidiaries. The maximum credit risk exposure of these financial guarantees is the total utilisation of the credit facilities granted as disclosed in Note 33.

The Group manages its credit risk exposure of receivables by assessing counterparties' financial standings on an ongoing basis, setting and monitoring counterparties' limits and credit terms. The quantitative information about such credit risk exposure is disclosed in Note 14. As the Group only deals with reputable financial institutions, the credit risk associated with deposits placed with them is low.

#### Liquidity risk

The Group's exposure to liquidity risk relates to its ability to meet obligations associated with financial liabilities as and when they fall due. The remaining contractual maturities of financial liabilities are disclosed in their respective notes.

The Group practises prudent liquidity risk management to minimise the mismatch of financial assets and liabilities whilst maintaining sufficient cash and the availability of funding through standby credit facilities.

# NOTES TO THE FINANCIAL STATEMENTS [CONT'D]

31 MARCH 2025

## 34. Financial risk management (cont'd)

### Currency risk

The Group's exposure to currency risk arises mainly from transactions entered into in currencies other than its functional currency, i.e. Ringgit Malaysia ("RM"). The major foreign currencies transacted are United States Dollar ("USD") and Thai Baht ("THB"), and the gross carrying amounts of foreign currency denominated monetary items at the end of the reporting period are as follows:

|                           | Group              |                  |                    |                  |
|---------------------------|--------------------|------------------|--------------------|------------------|
|                           | Denominated in USD |                  | Denominated in THB |                  |
|                           | 2025               | 2024             | 2025               | 2024             |
|                           | RM                 | RM               | RM                 | RM               |
| Receivables               | 953,629            | 862,402          | 574,042            | 459,407          |
| Cash and cash equivalents | 633,435            | 409,574          | 103,546            | 26,079           |
| Payables                  | (365,612)          | (144,368)        | (769,231)          | (817,174)        |
|                           | <u>1,221,452</u>   | <u>1,127,608</u> | <u>(91,643)</u>    | <u>(331,688)</u> |

The Group observes the movements in exchange rates and acts accordingly to minimise its exposure to currency risk. Where necessary, the Group enters into derivative contracts to hedge the exposure. Such exposure is also partly mitigated in the following ways:

- The Group's foreign currency sales and purchases provide a natural hedge against fluctuations in foreign currencies.
- The Group maintains part of its cash and cash equivalents in foreign currency accounts to meet future obligations in foreign currencies.

Based on a symmetric basis which uses the foreign currency as a stable denominator, the following table demonstrates the sensitivity of profit or loss and equity to changes in exchange rates that were reasonably possible at the end of the reporting period, with all other variables held constant:

|  | Group                    |              |
|--|--------------------------|--------------|
|  | Profit/(Loss) and equity |              |
|  | 2025                     | 2024         |
|  | RM                       | RM           |
| Appreciation of USD against RM by 4% (2024 : 2%) | 37,132                   | 17,140       |
| Depreciation of USD against RM by 4% (2024 : 2%) | (37,132)                 | (17,140)     |
| Appreciation of THB against RM by 1% (2024 : 1%) | (808)                    | (2,622)      |
| Depreciation of THB against RM by 1% (2024 : 1%) | <u>808</u>               | <u>2,622</u> |

### Interest rate risk

The Group's exposure to interest rate risk arises mainly from interest-bearing financial instruments, namely interest earning bank balances, term deposits, loans and borrowings, lease liabilities and certain amounts due from/to subsidiaries.

# NOTES TO THE FINANCIAL STATEMENTS [CONT'D]

31 MARCH 2025

## 34. Financial risk management (cont'd)

### Interest rate risk (cont'd)

The Group observes the movements in interest rates and always strives to obtain the most favourable rates available for new financing or during repricing. It is also the Group's policy to maintain a mix of fixed and floating rate financial instruments as follows:

|                                  | Group             |                   | Company    |            |
|----------------------------------|-------------------|-------------------|------------|------------|
|                                  | 2025<br>RM        | 2024<br>RM        | 2025<br>RM | 2024<br>RM |
| <b>Fixed rate instruments</b>    |                   |                   |            |            |
| Financial assets                 | 9,879,399         | 12,362,810        | 15,271,694 | 48,883,303 |
| Financial liabilities            | 9,518,415         | 10,458,318        | 2,454,000  | 3,444,000  |
| <b>Floating rate instruments</b> |                   |                   |            |            |
| Financial liabilities            | <u>17,325,848</u> | <u>18,415,312</u> | <u>0</u>   | <u>0</u>   |

As the Group does not account for its fixed rate financial instruments at fair value through profit or loss, any change in interest rates at the end of the reporting period would not affect its profit or loss and equity. For floating rate financial instruments measured at amortised cost, the following table demonstrates the sensitivity of profit or loss and equity to changes in interest rates that were reasonably possible at the end of the reporting period, with all other variables held constant:

|   | Group                                  |               | Company                                |            |
|---|--|---------------|--|------------|
|   | Profit/(Loss) and equity<br>2025<br>RM | 2024<br>RM    | Profit/(Loss) and equity<br>2025<br>RM | 2024<br>RM |
| Increase in interest rates<br>by 0* (2024 : 10) basis<br>points | 0                                      | (13,773)      | 0                                      | 0          |
| Decrease in interest rates<br>by 0* (2024 : 10) basis<br>points | <u>0</u>                               | <u>13,773</u> | <u>0</u>                               | <u>0</u>   |

\* Using standard deviation to measure interest rate volatility for the past 12 months, the Group did not foresee any reasonably possible change in interest rate at the end of the reporting period.

### Other price risk

The Group's exposure to other price risk arises mainly from quoted investments.

The Group manages its investments on an individual basis by continuously evaluating the share price movements, investment returns and the general industrial conditions relevant to the investees.

# NOTES TO THE FINANCIAL STATEMENTS [CONT'D]

31 MARCH 2025

## 34. Financial risk management (cont'd)

### Other price risk (cont'd)

The Group's quoted investments are mainly listed on Bursa Malaysia Securities Berhad. Based on the assumption that the share prices of these investments moved in correlation with the FTSE Bursa Malaysia KLCI ("FBMKLCI"), the following table demonstrates the sensitivity of profit or loss and equity to changes in FBMKLCI that were reasonably possible at the end of the reporting period, with all other variables held constant:

|                                       | Group<br>Profit/(Loss) and equity |                |
|---------------------------------------|-----------------------------------|----------------|
|                                       | 2025<br>RM                        | 2024<br>RM     |
| Increase in FBMKLCI by 3% (2024 : 3%) | 5,052                             | 9,272          |
| Decrease in FBMKLCI by 3% (2024 : 3%) | <u>(5,052)</u>                    | <u>(9,272)</u> |

## 35. Capital management

The overall capital management objective of the Group is to safeguard its ability to continue as a going concern so as to provide fair returns to owners and benefits to other stakeholders. In order to meet this objective, the Group always strives to maintain an optimal capital structure to reduce the cost of capital and sustain its business development.

The Group considers its total equity and total interest-bearing debts to be the key components of its capital structure and may, from time to time, adjust the dividend payouts, purchase own shares, issue new shares, sell assets, raise or redeem debts, where necessary, to maintain an optimal capital structure. The Group monitors capital using a debt-to-equity ratio, which is calculated as total interest-bearing debts divided by total equity as follows:

|                              | Group              |                    | Company           |                   |
|------------------------------|--------------------|--------------------|-------------------|-------------------|
|                              | 2025<br>RM         | 2024<br>RM         | 2025<br>RM        | 2024<br>RM        |
| Amount due to subsidiary     | 0                  | 0                  | 2,454,000         | 3,444,000         |
| Loans and borrowings         | 19,367,018         | 20,086,903         | 0                 | 0                 |
| Lease liabilities            | <u>7,477,245</u>   | <u>8,786,727</u>   | <u>0</u>          | <u>0</u>          |
| Total interest-bearing debts | 26,844,263         | 28,873,630         | 2,454,000         | 3,444,000         |
| Total equity                 | <u>77,284,073</u>  | <u>83,475,336</u>  | <u>84,611,063</u> | <u>92,060,417</u> |
| Total capital                | <u>104,128,336</u> | <u>112,348,966</u> | <u>87,065,063</u> | <u>95,504,417</u> |
| Debt-to-equity ratio (times) | <u>0.35</u>        | <u>0.35</u>        | <u>0.03</u>       | <u>0.04</u>       |

The aforementioned capital management objective, policies and processes have remained unchanged from the previous financial year.

## LIST OF PROPERTIES

| Location  | Date of<br>* Acquisition/<br>Valuation | Description                    | Approximate  |   | Approximate<br>Age of<br>Building | Net Book<br>Value at<br>31.3.2025<br>RM'000 |
|---|--|--------------------------------|--------------|---|-----------------------------------|---|
|   |  |                                | Land Area    | Tenure                                      |                                   |   |
| Lot 12768, held under Hakmilik No. 1552, Mukim 14, Province Wellesley Central, Penang   | 1 April 2011                           | Vehicle depot and workshop     | 4.5070 acres | Freehold                                    | -                                 | 6,000                                       |
| A unit of condominium known as Parcel No. J2/19/D, located at Jalan SS2/72, Jasmine Tower Condominium, Petaling Jaya, 47300 Selangor                          | *14 December 1994/<br>19 July 1996     | Condominium (rented out)       | 99 sq m      | Freehold                                    | 30 years                          | 108   |
| No Hakmilik 48947, Lot 8364, Mukim Padang China, Kulim, Kedah   | *8 September 2000                      | Vacant bungalow lot            | 6,273 sq ft  | Freehold                                    | -                                 | 172   |
| No Hakmilik 2976, Lot 4078 & No Hakmilik 2977, Lot No 4080, both located at Bandar Bukit Kayu Hitam, Kubang Pasu, Kedah                                       | *30 January 2001                       | Industrial land with warehouse | 28,939 sq m  | Leasehold (99 years expiring on 19.07.2102) | 23 years                          | 3,259                                       |
| 2 unit of 4 storey shop offices known as Parcel Nos. 5363A-2 & 5363B-2, H.S.(D) 11251 PT 8554, MK Serendah, Daerah Ulu Selangor, Negeri Selangor Darul Ehsan. | * 24 April 2002                        | Shop/Office (vacant)           | 3,520 sq ft  | Freehold                                    | 23 years                          | 66  |
| 2 units of shop offices known as Parcel Nos: 29-01, 30-01 at Taman Juara Jaya, Balakong.  | *6 June 2002                           | Shop/Office (vacant)           | 3,086 sq ft  | Freehold                                    | 23 years                          | 143   |
| Parcel No 31-03(FR), Type B3/ Office, Storey No: G, Building No 3, Taman Juara Jaya, Balakong (Merchant Square)   | *27 September 2004                     | Office (vacant)                | 739 sq ft    | Freehold                                    | 20 years                          | 46  |

## LIST OF PROPERTIES [CONT'D]

| Location   | Date of<br>* Acquisition/<br>Valuation | Description              | Approximate                   |           | Approximate<br>Age of<br>Building | Net Book<br>Value at<br>31.3.2025<br>RM'000 |
|--|--|--------------------------|-------------------------------|-----------|-----------------------------------|---|
|  |  |                          | Land Area                     | Tenure    |                                   |   |
| Parcel No 39-01, Type B2/Office Storey No: G, Building No 4, Taman Juara Jaya, Balakong (Merchant Square)                                  | *27 September 2004                     | Office (Vacant)          | 1,543 sq ft                   | Freehold  | 20 years                          | 87  |
| Lot No 157, Mukim 1, Daerah Seberang Perai Tengah, Pulau Pinang  | 1 April 2011                           | Vacant Land              | 3,189.4237 meter <sup>3</sup> | Freehold  | -                                 | 1,020                                       |
| No HS(D) 60047, Mukim 01, PT 4447, Seberang Perai Tengah, Pulau Pinang   | *25 July 2012                          | Vacant Land (Depot)      | 1.5391 Hektar                 | Leasehold | -                                 | 2,925                                       |
| No HS(D) 60051, Mukim 01, PT 4445, Seberang Perai Tengah, Pulau Pinang   | *11 July 2012/<br>29 May 2015          | Vacant Land (Depot)      | 0.9813 Hektar                 | Leasehold | -                                 | 4,156                                       |
| No HS(M) 23835, No PT 30311A, Mukim Klang, Revolusi Hijau Batu 5, Johan Setia, Klang, Selangor Darul Ehsan                                 | *14 July 2016                          | Vacant Land (Depot)      | 0.4047 Hektar                 | Leasehold | -                                 | 1,195                                       |
| No HS(M) 24406, No PT 30310A, Mukim Klang, Revolusi Hijau Batu 5, Johan Setia, Klang, Selangor Darul Ehsan                                 | *14 July 2016                          | Vacant Land (Depot)      | 0.4047 Hektar                 | Leasehold | -                                 | 1,195                                       |
| Lot 3136, Mukim 6, Daerah Seberang Perai Tengah, Pulau Pinang  | *09 January 2013                       | Office / Warehouse       | 2.602 Hektar                  | Leasehold | 12 years                          | 22,811                                      |
| A unit of condominium known as Artis 3, Unit No B-28-08, Jalan Jelutong, Seksyen 1, Bandar Jelutong, Daerah Timur Laut, 11600 Pulau Pinang | *22 March 2017                         | Condominium (rented out) | 119 square meter              | Freehold  | 8 years                           | 653   |



# ANALYSIS OF SHAREHOLDINGS

AS AT 4 JULY 2025

Issued Share : 79,487,101\*  
 Class of Shares : Ordinary Shares  
 Voting Rights : One vote for every ordinary share held

## DISTRIBUTION SCHEDULE OF SHAREHOLDINGS

| SIZE OF HOLDINGS                                  | NO. OF HOLDERS | %             | NO. OF SHARES     | %             |
|---|----------------|---------------|-------------------|---------------|
| 1 - 99  | 28             | 3.4398        | 769               | 0.0009        |
| 100 - 1,000                                       | 173            | 21.2531       | 110,654           | 0.1392        |
| 1,001 - 10,000                                    | 442            | 54.2998       | 1,742,844         | 2.1926        |
| 10,001 - 100,000                                  | 121            | 14.8649       | 4,079,860         | 5.1327        |
| 100,001 to less than 5% of issued ordinary shares | 45             | 5.5283        | 31,345,559        | 39.4347       |
| 5% and above issued ordinary shares               | 5              | 0.6143        | 42,207,415        | 53.0997       |
|   | <b>814</b>     | <b>100.00</b> | <b>79,487,101</b> | <b>100.00</b> |

\*The issued ordinary shares as per Record of Depositors as at 4 July 2025 exclude 939,200 ordinary shares held as treasury shares.

## THIRTY (30) LARGEST SECURITIES ACCOUNT HOLDERS ACCORDING TO THE RECORD OF DEPOSITORS

| NO | NAME                             | SHAREHOLDING | % OF ISSUED SHARES |
|----|----------------------------------|--------------|--------------------|
| 1  | LHG HOLDINGS SDN.BHD.            | 12,744,935   | 16.0340            |
| 2  | PROGEREX SDN. BHD.               | 11,952,000   | 15.0364            |
| 3  | HEAN BROTHERS HOLDINGS SDN. BHD. | 7,914,680    | 9.9572             |
| 4  | OOI CHIENG SIM                   | 5,495,800    | 6.9141             |
| 5  | LEE CHOR MIN                     | 4,100,000    | 5.1581             |
| 6  | RENEE SAW JIA YUN                | 3,800,000    | 4.7806             |
| 7  | AI CAPITAL SDN BHD               | 3,000,000    | 3.7742             |
| 8  | SI THO JUN YUEN                  | 2,867,700    | 3.6078             |
| 9  | HEAN BROTHERS HOLDINGS SDN. BHD. | 2,524,714    | 3.1763             |
| 10 | SKYLITECH RESOURCES SDN. BHD.    | 2,382,100    | 2.9968             |
| 11 | HAMZA KHALID H ZAINYMOTWAKIL     | 1,951,100    | 2.4546             |
| 12 | RANI WONGTOMO                    | 1,921,681    | 2.4176             |

## ANALYSIS OF SHAREHOLDINGS [CONT'D]

AS AT 4 JULY 2025

### THIRTY (30) LARGEST SECURITIES ACCOUNT HOLDERS ACCORDING TO THE RECORD OF DEPOSITORS (CONT'D)

| NO | NAME  | SHAREHOLDING | % OF ISSUED<br>SHARES |
|----|---|--------------|-----------------------|
| 13 | LHH HOLDINGS SDN. BHD.  | 1,308,900    | 1.6467                |
| 14 | LEE YEE HUEI  | 740,631      | 0.9318                |
| 15 | LEE YAP TAI   | 701,000      | 0.8819                |
| 16 | RHB CAPITAL NOMINEES (TEMPATAN) SDN BHD<br>PLEDGED SECURITIES ACCOUNT FOR LOW AH LIAN                   | 550,750      | 0.6929                |
| 17 | YEAP YI FONG  | 509,600      | 0.6411                |
| 18 | LEE HEAN GUAN   | 508,078      | 0.6392                |
| 19 | LEE SEOH LEI  | 508,000      | 0.6391                |
| 20 | LEE YEE PING  | 508,000      | 0.6391                |
| 21 | CHEAH AH KIAT   | 500,000      | 0.6290                |
| 22 | LEE SEOW CHUAN  | 490,000      | 0.6165                |
| 23 | PUBLIC NOMINEES (TEMPATAN) SDN BHD<br>PLEDGED SECURITIES ACCOUNT FOR SURINDER SINGH A/L<br>WASSAN SINGH | 470,000      | 0.5913                |
| 24 | KONG JIT CHONG  | 450,000      | 0.5661                |
| 25 | LEE HEAN SENG   | 438,405      | 0.5515                |
| 26 | LEE LAI YENG  | 429,210      | 0.5400                |
| 27 | LEE HEAN BENG   | 405,000      | 0.5095                |
| 28 | CIMB GROUP NOMINEES (TEMPATAN) SDN BHD<br>PLEDGED SECURITIES ACCOUNT FOR LEE HEAN HUAT                  | 320,000      | 0.4026                |
| 29 | POON FOOK SOO @ POON FOOK SAN   | 312,000      | 0.3925                |
| 30 | THUM CHEE WEI   | 300,000      | 0.3774                |

## ANALYSIS OF SHAREHOLDINGS [CONT'D]

AS AT 4 JULY 2025

### SUBSTANTIAL SHAREHOLDERS

| Name                              | Direct        |                   | Indirect                  |                   |
|-----------------------------------|---------------|-------------------|---------------------------|-------------------|
|                                   | No. of Shares | % of Issued Share | No. of Shares             | % of Issued Share |
| 1. Hean Brothers Holdings Sdn Bhd | 10,439,394    | 13.13             | -                         | -                 |
| 2. Dato' Lee Hean Guan            | 508,078       | 0.64              | 23,184,329 <sup>(a)</sup> | 29.17             |
| 3. Lee Hean Huat                  | 574,530       | 0.72              | 10,439,394 <sup>(b)</sup> | 13.13             |
| 4. Lee Hean Beng                  | 405,000       | 0.51              | 10,439,394 <sup>(b)</sup> | 13.13             |
| 5. Lee Hean Teik                  | 252,890       | 0.32              | 10,439,394 <sup>(b)</sup> | 13.13             |
| 6. Lee Hean Seng                  | 438,405       | 0.55              | 10,439,394 <sup>(b)</sup> | 13.13             |
| 7. LHG Holdings Sdn Bhd           | 12,744,935    | 16.03             | -                         | -                 |
| 8. Progerex Sdn Bhd               | 11,952,000    | 15.04             | -                         | -                 |
| 9. Ooi Chieng Sim                 | 5,495,800     | 6.91              | -                         | -                 |
| 10. Lee Chor Min                  | 4,100,000     | 5.16              | 12,744,935 <sup>(c)</sup> | 16.03             |
| 11. Lee Seok Peng                 | -             | -                 | 12,744,935 <sup>(c)</sup> | 16.03             |

(a) Deemed interest by virtue of his shareholdings in Hean Brothers Holdings Sdn Bhd and LHG Holdings Sdn Bhd pursuant to Section 8 of the Companies Act, 2016.

(b) Deemed interest by virtue of their shareholdings in Hean Brothers Holdings Sdn Bhd pursuant to Section 8 of the Companies Act, 2016

(c) Deemed interest by virtue of their shareholdings in LHG Holdings Sdn Bhd pursuant to Section 8 of the Companies Act, 2016.

### DIRECTORS' INTERESTS IN THE COMPANY AND RELATED CORPORATION

| Company                     | Director     | Direct        |                   | Indirect      |                   |
|-----------------------------|--------------|---------------|-------------------|---------------|-------------------|
|                             |              | No. of Shares | % of Issued Share | No. of Shares | % of Issued Share |
| See Hup Consolidated Berhad | Lee Chor Min | 4,100,000     | 5.16              | 12,744,935*   | 16.03             |

\* Deemed interest by virtue of his shareholding in LHG Holdings Sdn Bhd pursuant to Section 8 of the Companies Act, 2016.

| Related Corporation            | Director      | Direct        |                   | Indirect      |                   |
|--------------------------------|---------------|---------------|-------------------|---------------|-------------------|
|                                |               | No. of Shares | % of Issued Share | No. of Shares | % of Issued Share |
| SH Worldwide Logistics Sdn Bhd | Lai Yew Chong | 110,500       | 17                | -             | -                 |

By virtue of his interest in the shares of the Company, Lee Chor Min is deemed to have interests in the shares of the subsidiaries to the extent of the Company's interests pursuant to Section 8 of the Companies Act, 2016.

Save as disclosed above, none of the other Directors of the Company had any interest in the shares of the Company or its related corporations as at 4 July 2025.

# SHARE BUY-BACK STATEMENT

**BURSA SECURITIES TAKES NO RESPONSIBILITY FOR THE CONTENTS OF THIS STATEMENT AND MAKES NO REPRESENTATION AS TO ITS ACCURACY OR COMPLETENESS AND EXPRESSLY DISCLAIMS ANY LIABILITY WHATSOEVER FOR ANY LOSS HOWSOEVER ARISING FROM OR IN RELIANCE UPON THE WHOLE OR ANY PART OF THE CONTENTS OF THIS STATEMENT.**

STATEMENT TO SHAREHOLDERS IN RELATION TO THE PROPOSED RENEWAL OF AUTHORITY TO BUY-BACK ITS OWN SHARES BY THE COMPANY

## 1 INTRODUCTION

At the Twenty-Eighth Annual General Meeting of the Company held on 11 September 2024, the Board had obtained Shareholders' approval to undertake the share buy-back of up to ten per centum (10%) of the total issued ordinary share ("Shares") of the Company. This authority will, in accordance with Chapter 12 of the Listing Requirements, lapse at the conclusion of the forthcoming Twenty-Ninth Annual General Meeting ("AGM") unless such authority is renewed by an ordinary resolution passed at the forthcoming AGM.

On 28 July 2025, the Board of Directors of the Company announced the proposal to seek renewal of the share buy-back authority ("Proposed Share Buy-Back").

The purpose of this Statement is to provide you with details of the Proposed Share Buy-Back and to seek your approval for the ordinary resolution to be tabled at the forthcoming AGM to be held on 19 September 2025.

## 2 DETAILS OF THE RENEWAL OF SHARE BUY-BACK AUTHORITY

### 2.1 General

The Company proposes to seek the authority from shareholders of See Hup to renew the authority to enable the Company to purchase and/or hold from time to time and at any time up to ten per centum (10%) of the total number of issued shares of the Company at the point of purchase.

In accordance with Section 127 of the Act, and any prevailing laws, rules, regulations, orders, guidelines and requirements issued by the relevant authorities at the time of the purchase, the Company is allowed to purchase its own Shares on the Bursa Securities through its appointed stockbroker(s) as approved by Bursa Securities.

As at 4 July 2025, the Company has bought back 939,200 Shares from the open market.

As at 4 July 2025, the total number of issued Shares of See Hup is 80,426,301. A total of up to 8,042,630 Shares (inclusive of 939,200 Shares held as treasury shares) may be purchased by the Company. As such, the balance that can be purchased as at to-date is 7,103,430.

The shareholders' authorisation for the Proposed Share Buy-Back will be effective upon the passing of the ordinary resolution for the Proposed Share Buy-Back at the forthcoming AGM until:

- (2) the conclusion of the next AGM of the Company, unless by ordinary resolution passed at the meeting, the authority is renewed, either unconditionally or subject to conditions;
- (3) the expiration of the period within which the next AGM is required by law to be held; or
- (4) revoked or varied by an ordinary resolution passed by the shareholders of the Company in general meeting, whichever occurs first.

## SHARE BUY-BACK STATEMENT [CONT'D]

### 2 DETAILS OF THE RENEWAL OF SHARE BUY-BACK AUTHORITY (CONT'D)

#### 2.2 Public Shareholding Spread

The Proposed Share Buy-Back will be in accordance with Section 127 of the Companies Act, 2016 (the "Act") and any prevailing laws, orders, requirements, guidelines, rules and regulation issued by the relevant authorities as the time of purchase including compliance with Paragraph 8.02(1) of the Listing Requirements which requires the Company to maintain a public shareholding spread of at least twenty-five per centum (25%) of its total listed shares (excluding Treasury shares) or such lower percentage of public shareholding spread as may be allowed by Bursa Securities.

As at 4 July 2025, the public shareholding spread of the Company was 31.09%.

#### 2.3 Funding

The Proposed Share Buy-back will be financed through internally generated funds and/or bank borrowings. The Proposed Share Buy-Back by the Company must be made wholly out of its retained profits. The maximum amount of funds to be utilised by the Company for the Proposed Share Buy-Back shall not exceed the retained profits of the Company. Based on the audited financial statements as at 31 March 2025, being the latest available audited financial statements of the Company, the retained profits of the Company is RM4,460,769.

In the event that the Company intends to purchase its own shares using bank borrowings, the Board shall ensure that the Company shall have sufficient funds to repay the external borrowings and that the repayment is not expected to have any material effect on the cash flow of the Company and Group.

#### 2.4 Treatment of Shares Purchased

Pursuant to the provisions of Section 127 of the Act, the Company may either retain the Shares purchased as treasury shares or cancel the Shares purchased or a combination of both.

The Shares purchased, held as treasury shares may either be distributed as share dividends, resold on Bursa Securities in accordance with the relevant rules of Bursa Securities or transfer pursuant to Section 127(7) of the Act or subsequently cancelled or any combination of the above.

The distribution of treasury shares as share dividends may be applied as a reduction of the retained profits of the Company subject to any prevailing laws, rules, regulations, orders, guidelines and requirements issued by the relevant authorities at the time of the purchase.

To date, the Company has yet to determine the manner of which the Shares purchased are to be treated. However, the Board will deal with the Shares purchased in accordance with Section 127 of the Act and will make an immediate announcement to Bursa Securities regarding the treatment of the Shares purchased, whether the Shares purchased will be cancelled, retained as treasury shares, distributed as dividend to the shareholders, transfer pursuant to Section 127 of the Act and/or resold on Bursa Securities, or a combination of above, once determined.

#### 2.5 Ranking

While the Shares purchased are held as treasury shares, Section 127(9) of the Act states that the rights attached to them as to voting, dividends and participation in other distribution and otherwise are suspended and the Treasury shares shall not be taken into account in calculating the number or percentage of Shares or of a class of Shares for any purposes including substantial shareholdings, takeovers, notices, the requisitioning of meetings, the quorum for a meeting and the result of a vote on a resolution at a meeting.

## SHARE BUY-BACK STATEMENT [CONT'D]

### 2 DETAILS OF THE RENEWAL OF SHARE BUY-BACK AUTHORITY (CONT'D)

#### 2.6 Pricing

Pursuant to the Main Market Listing Requirements of Bursa Securities, the Company may only purchase its own Shares on the Bursa Securities at a price not more than fifteen per centum (15%) above the weighted average market price of the Shares for the five (5) market days immediately preceding the date(s) of purchase(s).

If the treasury shares are subsequently resold on the Bursa Securities or transfer, the selling price of the said Shares has to be:

- (5) a price which is not less than the weighted average market price of the Shares for the five (5) market days immediately before the resale or transfer; or
- (6) a discounted price of not more than five per centum (5%) to the weighted average market price of the Shares for the five (5) market days immediately before the resale or transfer provided that:
  - (i) the resale or transfer takes place no earlier than thirty (30) days from the date of purchase; and
  - (ii) the resale or transfer price is not less than the cost of purchase of the Shares being resold or transferred.

#### 2.7 Purchase of, Resale or Transfer and Cancellation of See Hup Shares made in the preceding Twelve (12) Months

The Company has not purchased any Shares in the previous twelve (12) months preceding the date of this Statement. There was also no resale, transfer or cancellation of treasury shares during the same period.

There has been no resale or transfer or cancellation of Shares purchased as at to-date.

As at 4 July 2025, a total of 939,200 Shares purchased were retained as treasury shares.

#### 2.8 Implication of the Malaysian Code on Take-overs and Mergers 2016

In the event that the Proposed Share Buy-Back results in any Major Shareholder holding more than thirty-three per centum (33%) of the voting shares of the Company, pursuant to the Code, the affected Major Shareholder will be obliged to make a mandatory offer for the remaining Shares not held by it.

In the event that the Proposed Share Buy-Back results in any Major Shareholder who already held more than thirty-three per centum (33%) of the voting shares of the Company increasing by more than two per centum (2%) in any six (6) months period, pursuant to the Code, the affected Major Shareholder will be obligated to make a mandatory offer for the remaining Shares not held by it.

However, a waiver may be granted by the Securities Commission under the Code, subject to the affected Major Shareholder complying with certain conditions, if the obligation was triggered as a result of action outside its direct participation.

### 3 RATIONALE FOR THE PROPOSED SHARE BUY-BACK

The Proposed Share Buy-Back will give the Directors the flexibility to purchase Shares, if and when circumstances permit, with a view to enhance the Earnings per Share ("EPS") of the Group and Net Assets ("NA") per share of the Company. The Company is also able to reduce any unwarranted volatility of the Shares and assist to stabilise the supply, demand and price in the open market, thereby supporting the fundamental value of the Shares.

## SHARE BUY-BACK STATEMENT [CONT'D]

### 4 POTENTIAL ADVANTAGES AND DISADVANTAGES OF THE PROPOSED SHARE BUY- BACK

The Proposed Share Buy-Back, if exercised, is expected to potentially benefit the Company and its shareholders as follows:

#### 4.1 Potential Advantages

- (1) The Company would expect to enhance the EPS of the Group (in the case where the Directors resolve to cancel the Shares so purchased and/or retain the Shares in treasury and the treasury shares are not subsequently resold or transferred), and thereby long-term and genuine investors are expected to enjoy a corresponding increase in the value of their investments in the Company;
- (2) If the Shares bought back are kept as treasury shares, it will give the Directors an option to sell the Shares so purchased at a higher price and therefore make an exceptional gain for the Company. Alternatively, the Shares so purchased can be distributed as share dividends to reward shareholders;
- (3) The Company may be able to stabilise the supply and demand of its Shares in the open market and thereby supporting its fundamental values;
- (4) It allows the Company the flexibility in attaining its desired capital structure; and
- (5) It will enable the Company to utilise its surplus financial resources which is not immediately required for other usage as an additional option to utilise its financial resources more efficiently.

#### 4.2 Potential Disadvantages

- (1) The Proposed Share Buy-Back, if exercised, will reduce the financial resources of See Hup and may result in See Hup having to forego other alternative investment opportunities which may emerge in the future or, at the least, deprive the See Hup interest income that can be derived from the funds utilised for the Proposed Share Buy-Back; and
- (2) The Proposed Share Buy-Back if implemented, may result in a lower amount of cash reserves available for distribution in the form of cash dividends to shareholders. However, the financial resources of the Company may increase upon resale of the Shares purchased held as treasury shares at prices higher than the purchased price.

The Proposed Share Buy-Back is not expected to have any potential material disadvantage to the Company and its shareholders, other than as disclosed below, as it will be exercised only after consideration of the financial resources of the Group and of the resultant impact on its shareholders.

Nevertheless, the Board will be mindful of the interest of the Company and its shareholders in undertaking the Proposed Share Buy-Back and the subsequent resale of treasury shares on Bursa Securities.



## SHARE BUY-BACK STATEMENT [CONT'D]

### 5 FINANCIAL EFFECTS OF THE PROPOSED SHARE BUY-BACK

Based on the assumption that the Proposed Share Buy-Back was carried out in full, the financial effects are summarised below:

#### 5.1 Share Capital

In the event that all the shares purchased are cancelled and on the assumption that the Proposed Share Buy-Back is exercised in full, the proforma effects of the Proposed Share Buy- Back on the issued shares of See Hup as at 4 July 2025 are as follows :-

|   | Number of Shares |
|---|------------------|
| Number of Issued shares as at 4 July 2025 | 80,426,301       |
| Cancellation of Shares purchased          | (8,042,630)      |
| After the Proposed Share Buy-Back         | 72,383,671       |

However, there should be no effect on the Issued Shares of See Hup if the Shares purchased are retained as treasury shares.

#### 5.2 EPS

The effect of the Proposed Share Buy-Back on the EPS of the Group will depend on the purchase price(s) of the Shares and the actual number of Shares bought back.

The reduced issued share capital subsequent to the Proposed Share Buy-Back will generally have a positive impact, all else being equal, on the Group's EPS. Should the Shares be resold, the extent of the impact to the earnings of See Hup will depend on the actual selling price, the number of treasury shares resold, the effective funding cost and the gain or loss on the disposal, if any.

#### 5.3 NA

The effect of the Proposed Share Buy-Back on the NA per Share of the Group is dependent on the purchase price(s) of the Shares, the number of Shares purchased, the treatment of the Shares so purchased and the effective funding cost.

Depending on the purchase price and number of Shares purchased, the Proposed Share Buy-Back will reduce the consolidated NA per Share at the time of purchase if the purchase price exceeds the consolidated NA per Share and conversely will increase the consolidated NA per Share at the time of purchase if the purchase price is less than the consolidated NA per Share. In the event the Shares purchased are resold, the consolidated NA per Share will increase if a gain from the resale is recognised, and vice versa.

If the Shares purchased which were held as treasury shares, are distributed as share dividends, the consolidated NA per share will decrease by the cost of the treasury shares.

## SHARE BUY-BACK STATEMENT [CONT'D]

### 5 FINANCIAL EFFECTS OF THE PROPOSED SHARE BUY-BACK (CONT'D)

#### 5.4 Working Capital

The Proposed Share Buy-Back is likely to reduce the working capital of the Group, the quantum of which depends on, amongst others, the number of Shares purchased, the purchase price of the Shares and any associated costs incurred in funding the purchase.

However, if the Shares purchased kept as treasury shares, are resold on Bursa Securities, the working capital of the Group would increase if the Company realises a gain from the resale.

The quantum of the increase in the working capital will depend on the actual selling price of the treasury shares and the number of treasury shares resold.

#### 5.5 Dividends

The Proposed Share Buy-Back may reduce the amount of distributable reserves available for payment of dividend in the immediate future.

Assuming the Proposed Share Buy-Back is implemented in full and the Company's quantum of dividends is maintained at historical levels, the Proposed Share Buy-Back will have the effect of increasing the dividend rate of the Company as a result of the reduction in the issued capital of the Company.

The Proposed Share Buy-Back may have an adverse impact on the Company's dividend, if any, as it would reduce the cash available, which may otherwise be used for dividend payment. Nonetheless, the Shares purchased may be distributed as dividends to shareholders of the Company, if the Company so decides.

### 6 DIRECTORS' AND SUBSTANTIAL SHAREHOLDERS' INTERESTS

None of the Directors, Substantial Shareholders and persons connected to them has any direct or indirect interest in the Proposed Share Buy-Back and/or the resale of treasury shares, if any.

The proforma table below shows the effects of the shareholdings of the Directors and Substantial shareholders of See Hup as at 4 July 2025 before and after the Proposed Share Buy-Back on the assumption that the Proposed Share Buy-Back is implemented in full and the Shares purchased are held as treasury shares:

## SHARE BUY-BACK STATEMENT (CONT'D)

### 6 DIRECTORS' AND SUBSTANTIAL SHAREHOLDERS' INTERESTS (CONT'D)

|  | No. of Shares held             |       |               |                               |               |          |
|--|--------------------------------|-------|---------------|-------------------------------|---------------|----------|
|  | Before Proposed Share Buy-Back |       |               | After Proposed Share Buy-Back |               |          |
|  | Direct                         |       | Indirect      | Direct                        |               | Indirect |
|  | No. of Shares                  | %     | No. of Shares | %                             | No. of Shares | %        |
| <b>Directors of See Hup</b>                |                                |       |               |                               |               |          |
| Lee Chor Min                               | 4,100,000                      | 5.16  | 12,744,935    | 16.03                         | 4,100,000     | 5.66     |
| Lee Phay Chian                             | -                              | -     | -             | -                             | -             | -        |
| Soon Gim Woi                               | -                              | -     | -             | -                             | -             | -        |
| Lai Yew Chong                              | -                              | -     | -             | -                             | -             | -        |
| Lim Siew Wee                               | -                              | -     | -             | -                             | -             | -        |
| <b>Substantial Shareholders of See Hup</b> |                                |       |               |                               |               |          |
| Hean Brothers Holdings Sdn. Bhd.           | 10,439,394                     | 13.13 | -             | -                             | 10,439,394    | 14.42    |
| Dato' Lee Hean Guan                        | 508,078                        | 0.64  | 23,184,329*   | 29.17                         | 508,078       | 0.70     |
| LHG Holdings Sdn. Bhd.                     | 12,744,935                     | 16.03 | -             | -                             | 12,744,935    | 17.61    |
| Lee Chor Min                               | 4,100,000                      | 5.16  | 12,744,935    | 16.03                         | 4,100,000     | 5.66     |
| Lee Seok Peng                              | -                              | -     | 12,744,935    | 16.03                         | -             | -        |
| Lee Hean Huat                              | 574,530                        | 0.72  | 10,439,394#   | 13.13                         | 574,530       | 0.79     |
| Lee Hean Teik                              | 252,890                        | 0.32  | 10,439,394#   | 13.13                         | 252,890       | 0.35     |
| Lee Hean Seng                              | 438,405                        | 0.55  | 10,439,394#   | 13.13                         | 438,405       | 0.61     |
| Lee Hean Beng                              | 405,000                        | 0.51  | 10,439,394#   | 13.13                         | 405,000       | 0.56     |
| Progerex Sdn. Bhd.                         | 11,952,000                     | 15.04 | -             | -                             | 11,952,000    | 16.51    |
| Ooi Chieng Sim                             | 5,495,800                      | 6.91  | -             | -                             | 5,495,800     | 7.59     |

Note:

\* Deemed interest by virtue of his interests in Hean Brothers Holdings Sdn. Bhd. and LHG Holdings Sdn. Bhd. pursuant to Section 8 of the Act.

# Deemed interest by virtue of their interests in Hean Brothers Holdings Sdn. Bhd. pursuant to Section 8 of the Act.

@ Deemed interest by virtue of his/her interests in LHG Holdings Sdn. Bhd. pursuant to Section 8 of the Act.

## SHARE BUY-BACK STATEMENT [CONT'D]

### 7 SHARE PRICES

The monthly highest and lowest prices of the Shares traded on the Bursa Securities for the last twelve (12) months from July 2024 to June 2025 are as follows:

| Year   Month   | High (RM) | Low (RM) |
|----------------|-----------|----------|
| 2024 July      | 0.920     | 0.880    |
| 2024 August    | 0.900     | 0.870    |
| 2024 September | 0.935     | 0.860    |
| 2024 October   | 0.940     | 0.860    |
| 2024 November  | 0.870     | 0.870    |
| 2024 December  | 0.930     | 0.870    |
| 2025 January   | 0.910     | 0.850    |
| 2025 February  | 0.900     | 0.820    |
| 2025 March     | 0.820     | 0.710    |
| 2025 April     | 0.740     | 0.730    |
| 2025 May       | 0.850     | 0.780    |
| 2025 June      | 0.800     | 0.700    |

(Source: Bursa Malaysia's Daily Scoreboard and Stock Summary)

The last transacted price of See Hup Shares on 4 July 2025, being the last practicable date prior to the printing of this Statement was RM0.79.

### 8 DIRECTORS' RECOMMENDATION

The Directors having considered all aspects of the Proposed Share Buy-Back are of the opinion that the Proposed Share Buy-Back is in the best interests of the Company and its shareholders. Accordingly, the Directors recommend that you vote in favour of the ordinary resolution pertaining to the Proposed Share Buy-Back to be tabled at the forthcoming AGM.

### 9 APPROVAL REQUIRED

The Proposed Share Buy-Back is subject to the approval of the shareholders at the forthcoming 29<sup>th</sup> AGM to be convened.

### 10. DIRECTORS' RESPONSIBILITY STATEMENT

This Statement has been seen and approved by the Directors who, collectively and individually, accept full responsibility for the accuracy of the information given and confirm that, after making all reasonable enquiries and to the best of their knowledge and belief, there are no facts the omission of which would make any information herein misleading

### 11. DOCUMENTS AVAILABLE FOR INSPECTION

The following documents are available for inspection during normal business hours at the registered office of the Company at 170-09-01, Livingston Tower, Jalan Argyll, 10050 George Town, Penang from Monday to Friday (except public holidays) from the date of this Statement up to and including the date of the AGM:

- (a) The Constitution of the Company; and
- (b) the audited financial statements of See Hup Group for the past two (2) financial years ended 31 March 2024 and 31 March 2025.

# NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Twenty-ninth (“29<sup>th</sup>”) Annual General Meeting (“AGM”) of the shareholders of SEE HUP CONSOLIDATED BERHAD (“SeeHup” or “the Company”) will be held at The Conference Room, No 1062, Mukim 6, Jalan Perusahaan, Kawasan Perusahaan Perai, 13600 Perai, Pulau Pinang on Friday, 19 September 2025 at 9:45 am for the following purposes:-

## *As Ordinary Business*

1. To receive the Audited Financial Statements for the financial year ended 31 March 2025 and the Reports of Directors and Auditors thereon.
2. To re-elect Mr. Lee Chor Min, the Director who retires in accordance with Clause 107 of the Company’s Constitution. Ordinary Resolution 1
3. To re-elect Ms. Lim Siew Wee, the Director who retires in accordance with Clause 114 of the Company’s Constitution. Ordinary Resolution 2
4. To approve the payments of Directors’ fees of up to RM61,000 commencing one day after this AGM of the Company through to the next AGM of the Company. Ordinary Resolution 3
5. To approve the benefits payable to the Directors of the Company of up to an aggregate amount of RM44,000 commencing one day after the AGM through to the next AGM of the Company. Ordinary Resolution 4
6. To re-appoint Messrs Crowe Malaysia PLT as Auditors of the Company for the financial year ending 31 March 2026 and to authorise the Directors to fix their remuneration. Ordinary Resolution 5

## *As Special Business*

To consider and if thought fit, to pass the following ordinary resolutions with or without modification:-

7. **AUTHORITY TO ISSUE SHARES PURSUANT TO SECTIONS 75 AND 76 OF THE COMPANIES ACT 2016** Ordinary Resolution 6

“THAT pursuant to Sections 75 and 76 of the Companies Act 2016 (as may be amended, modified or re-enacted from time to time) (“the Act”), provisions of the Constitution of the Company, the Main Market Listing Requirements (“MMLR”) of Bursa Malaysia Securities Berhad (“Bursa Securities”) and the approvals from the relevant regulatory authorities, the Directors of the Company be and are hereby authorised to issue and allot from time to time such number of ordinary shares of the Company upon such terms and conditions and for such purposes as the Directors may, in their absolute discretion, deem fit, PROVIDED ALWAYS THAT the aggregate number of ordinary shares to be issued pursuant to this resolution does not exceed ten per centum (10%) of the total number of issued share capital (excluding treasury shares) of the Company for the time being.

THAT the Directors are also empowered to obtain the approval for the listing of and quotation for the additional shares so issued on the Bursa Securities AND THAT such authority shall continue to be in force until the conclusion of the next Annual General Meeting (“AGM”) of the Company or the expiration of the period within which the next AGM is required by law to be held or revoked/varied by resolution passed by the shareholders in general meeting, whichever is the earlier.

## NOTICE OF ANNUAL GENERAL MEETING [CONT'D]

7. THAT pursuant to Section 85(1) of the Act to be read together with Clause 65 of the Constitution of the Company, all new shares or other convertible securities in the Company shall, before they are issued, be first offered to such persons who are entitled to receive notices from the Company of general meetings as at the date of the offer in proportion as nearly as the circumstances admit, to the amount of the existing shares or securities to which they are entitled ("**Pre-emptive Rights**").

AND THAT should this resolution be passed by the shareholders, this resolution shall have the effect of the shareholders having agreed to irrevocably waive their Pre-emptive Rights pursuant to Section 85(1) of the Act and Clause 65 of the Constitution of the Company in respect of the new shares to be issued and allotted by the Company and the issuance of such new shares of the Company will result in a dilution to their shareholding percentage in the Company. Subsequent to the passing of this resolution, if this paragraph is or is found to be in any way void, invalid or unenforceable, then this paragraph shall be ineffective to the extent of such voidness, invalidity or unenforceability and the remaining provisions of this resolution shall remain in full force and effect.

FURTHER THAT, the new shares to be issued shall, upon allotment and issuance, rank equally in all respects with the existing shares of the Company, save and except that they shall not be entitled to any dividends, rights, allotments and/or any other forms of distribution that which may be declared, made or paid before the date of allotment of such new shares."

8. **PROPOSED RENEWAL OF AUTHORITY TO BUY-BACK ITS OWN SHARES BY THE COMPANY ("Proposed Share Buy-Back")**

Ordinary Resolution 7

"THAT, subject always to the rules, regulations and orders made pursuant to the Act, provisions of the Company's Constitution and the requirements of the MMLR and any other relevant authorities, the Directors of the Company be hereby unconditionally and generally authorised to make purchases of ordinary shares in the Company's issued share capital through the Bursa Securities at any time and upon such terms and conditions and for such purposes as the Directors may, in their discretion deem fit, subject to the following:

- (i) the maximum number of ordinary shares which may be purchased and/or held by the Company shall be ten per centum (10%) of the total number of issued shares (including treasury shares) of the Company for the time being ("SeeHup Shares");
- (ii) the maximum fund to be allocated by the Company for the purpose of purchasing the SeeHup Shares shall not exceed the retained profits of RM4,460,769 of the Company, based on the latest Audited Financial Statements as at 31 March 2025;
- (iii) the authority conferred by this Resolution will be effective immediately upon the passing of this Resolution and will continue to be in force until:
  - (a) the conclusion of the next Annual General Meeting ("AGM") of the Company, unless by ordinary resolution passed at the meeting, the authority is renewed, either unconditionally or subject to conditions;
  - (b) the expiration of the period within which the next AGM is required by law to be held (unless earlier revoked or varied by ordinary resolution of the shareholders of the Company in general meeting) but not so as to prejudice the completion of purchase(s) by the Company made before the aforesaid expiry date and, in any event, in accordance with the MMLR or any other relevant authorities;

## NOTICE OF ANNUAL GENERAL MEETING [CONT'D]

8. (iv) upon completion of the purchase(s) of the SeeHup Shares by the Company, the Directors of the Company be hereby authorised to deal with the SeeHup Shares in the following manner:
- (a) to cancel the SeeHup Shares so purchased; or
  - (b) to retain the SeeHup Shares so purchased as treasury shares for distribution as dividend to the shareholders and/or resell on the market of Bursa Securities and/or for cancellation subsequently; or
  - (c) to retain part of the SeeHup Shares so purchased as treasury shares and cancel the remainder; or
  - (d) in such other manner as the Bursa Securities and such other relevant authorities may allow from time to time.

AND THAT the Directors of the Company be and are hereby authorised to take all such steps as are necessary (including executing all such documents as may be required) and enter into any agreements, arrangements and guarantees with any party or parties to implement, finalise and give full effect to the Proposed Share Buy-Back with full powers to assent to any conditions, modifications, revaluations, variations and/or amendments (if any) as may be imposed by the relevant authorities from time to time or as the Directors may in their discretion deem necessary and to do all such acts and things as the Directors may deem fit and expedient in the best interests of the Company."

9. To transact any other business of which due notice shall have been given.

### BY ORDER OF THE BOARD

Tai Yit Chan (MAICSA 7009143) (SSM PC 202008001023)  
Ong Tze-En (MAICSA 7026537) (SSM PC 202008003397)  
Lau Yoke Leng (MAICSA 7034778) (SSM PC 202008003368)  
Joint Company Secretaries

Penang, 31 July 2025

### Notes:

#### 1. Appointment of Proxy

- (a) A Member may appoint up to two (2) proxies to attend on the same occasion. A proxy may but need not be a Member of the Company. A proxy must be of full age. If a Member appoints more than one (1) proxy, the appointments shall be invalid unless he specifies the proportions of his shareholdings to be represented by each proxy.
- (b) Where a Member of the Company is an authorised nominee as defined under the Securities Industry (Central Depository) Act, 1991 ("SICDA"), it may appoint up to two (2) proxies in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account.
- (c) Where a Member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) 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. An exempt authorised nominee refers to an authorised nominee defined under the SICDA which is exempted from compliance with the provisions of subsection 25A(1) of SICDA.
- (d) The instrument appointing a proxy shall be in writing under the hand of the appointor or of his attorney duly authorised in writing or, if the appointor is a corporation, the Form of Proxy must be executed under the corporation's seal or under the hand of an officer or attorney duly authorised.



## NOTICE OF ANNUAL GENERAL MEETING [CONT'D]

### Notes: (Cont'd)

#### 1. Appointment of Proxy

- (e) To be valid, the Form of Proxy duly completed must be deposited at the Company's Registered Office at 170-09-01, Livingston Tower, Jalan Argyll, 10050 George Town, Pulau Pinang at least forty-eight (48) hours before the time appointed for holding the meeting or any adjournments thereof.
- (f) In respect of deposited securities, only a Depositor whose name appears on the Record of Depositors on 11 September 2025 (General Meeting Record of Depositors) shall be eligible to attend the meeting or appoint proxy(ies) to attend and/or vote on his behalf.

### Explanatory Notes:

- 1 The Ordinary Resolution 1 is to re-elect Mr. Lee Chor Min, who retires pursuant to Clause 107 of the Company's Constitution. With the recommendation from Nominating Committee, the Board supports the re-election of Mr. Lee Chor Min. As the Managing Director, Mr. Lee leads the executive leadership in assessing and determining business development initiatives across the SeeHup and its subsidiaries ("Group"). He does not have conflict of interest ("COI") and potential COI with the Company and its subsidiaries and had abstained from deliberation decision making in his own eligibility to stand for re-election at the Board Meeting.
- 2 The Ordinary Resolution 2 is to re-elect Ms Lim Siew Wee, who was appointed on 11 September 2024, retires pursuant to Clause 114 of the Company's Constitution. She has fulfilled the requirements on independence as set out in the MMLR and the prescribed criteria under Malaysian Code on Corporate Governance 2021. She has provided confirmation of independence and has demonstrate the objectivity through her proactive engagements during meeting of the Board and Board Committee (comprising of Nominating Committee, Remuneration Committee and Audit Committee).
3. The Ordinary Resolutions 3 and 4, are to seek shareholders' approval on the Directors' fees and benefits payable to the Directors which have been reviewed by the Remuneration Committee and the Board of the Company, which recognizes that the Directors' fees and benefits payable is in the best interest of the Company and in accordance with the remuneration framework of the Group. The quantum of Directors' fees and benefits is computed based on the anticipated number of meetings of Board and Board Committee, assuming full attendance by all the Directors. The amount also includes a contingency sum to cater for unforeseen circumstances such as the appointment of any additional Director, additional unscheduled meetings of Board and Board Committees. The relevant fees and benefits will be paid to the Directors upon completion of service by the said Directors. The benefits comprise of annual and meetings allowances. This approval shall continue to be in force until the conclusion of the next AGM of the Company in 2026.
4. The proposed Ordinary Resolution 6 is for the purpose of granting a renewed general mandate ("General Mandate") and empowering the Directors of the Company, pursuant to Sections 75 and 76 of the Companies Act 2016 to issue and allot new shares in the Company from time to time provided that the aggregate number of shares issued pursuant to the General Mandate does not exceed 10% of the total number of issued shares (excluding treasury shares) of the Company for the time being. The General Mandate, unless revoked or varied by the Company in general meeting, will expire at the next AGM of the Company.

The General Mandate 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 future investment project(s), working capital and/or acquisitions.

The waiver of pre-emptive rights pursuant to Section 85 of the Act and to read together with Clause 65 of the Company's Constitution will exclude the shareholders' pre-emptive rights over all new shares in the Company, and any offers, agreements, rights, options or other convertible securities of whatever kind in the Company and allow the Directors of the Company to issue new shares of the Company which rank equally to existing issued shares of the Company, to any person without having to offer the new shares to all existing shareholders of the Company prior to issuance of new shares in the Company under the General Mandate.

As at the date of this Notice, no new shares in the Company were issued pursuant to the mandate granted to the Directors at the previous AGM and which will lapse at the conclusion of the Twenty-Ninth AGM.

5. The proposed Ordinary Resolution 7 if passed, will give the Directors the flexibility to purchase its own shares, if and when circumstances permit, with a view to enhance the earnings per share of the Group and net assets per share of the Company. The Proposed Share Buy-Back, if exercised, is expected to potentially benefit the Company and its shareholders as stated in the Statement to Shareholders in relation to the Proposed Renewal of Authority to Buy-Back its Own Shares by the Company (the "Statement"). Further information on the Proposed Share Buy-Back is set out in the Statement.

## **STATEMENT ACCOMPANYING NOTICE OF ANNUAL GENERAL MEETING**

(Pursuant to Paragraph 8.27(2) of the Main Market Listing Requirements of  
Bursa Malaysia Securities Berhad)

No individual is standing for election as a Director at the forthcoming 29<sup>th</sup> AGM of the Company.



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|                 |  |
|-----------------|--|
| CDS Account No. |  |
|-----------------|--|

|                    |  |
|--------------------|--|
| No. of Shares Held |  |
|--------------------|--|

I\*/We\* \_\_\_\_\_  
(Full name in Block Letters and NRIC / Company No.)  
of \_\_\_\_\_ and \_\_\_\_\_  
(Address) (Tel. No.)

being a member\*/ members\* of See Hup Consolidated Berhad hereby appoint

| Full Name (in Block Letters) | NRIC/Passport No. | No. of Shares | % of Shareholding |
|------------------------------|-------------------|---------------|-------------------|
| Address:                     |                   |               |                   |
| Email Address:               |                   |               |                   |
| Telephone No.:               |                   |               |                   |

\* and/or (\*delete if not applicable)

| Full Name (in Block Letters) | NRIC/Passport No. | No. of Shares | % of Shareholding |
|------------------------------|-------------------|---------------|-------------------|
| Address:                     |                   |               |                   |
| Email Address:               |                   |               |                   |
| Telephone No.:               |                   |               |                   |

or failing him, the CHAIRMAN OF THE MEETING as my\*/our\* proxy, to vote for me\*/us\* and on my\*/our\* behalf at the TWENTY-NINTH ANNUAL GENERAL MEETING of the Company to be held at The Conference Room, No 1062, Mukim 6, Jalan Perusahaan, Kawasan Perusahaan Perai, 13600 Perai, Pulau Pinang on Friday, 19 September 2025 at 9.45 a.m. and at any adjournment thereof.

| Ordinary Resolutions |   |   |   |   |   |   |   |
|----------------------|---|---|---|---|---|---|---|
|                      | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| <b>FOR</b>           |   |   |   |   |   |   |   |
| <b>AGAINST</b>       |   |   |   |   |   |   |   |

(Please indicate with "X" in the appropriate space how you wish your vote to be cast. If no specific direction as to voting is given, the proxy will vote or abstain at his discretion)

Signed this \_\_\_\_\_ day of \_\_\_\_\_ 2025

\_\_\_\_\_  
Signature of Shareholder

\_\_\_\_\_  
Common Seal to be affixed here if  
Shareholder is a Corporation

**Notes:**

- (a) A Member may appoint up to two (2) proxies to attend on the same occasion. A proxy may but need not be a Member of the Company. A proxy must be of full age. If a Member appoints more than one (1) proxy, the appointments shall be invalid unless he specifies the proportions of his shareholdings to be represented by each proxy.
- (b) Where a Member of the Company is an authorised nominee as defined under the Securities Industry (Central Depository) Act, 1991 ("SICDA"), it may appoint up to two (2) proxies in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account.
- (c) Where a Member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) 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.
- (d) The instrument appointing a proxy shall be in writing under the hand of the appointor or of his attorney duly authorised in writing or, if the appointor is a corporation, the Form of Proxy must be executed under the corporation's seal or under the hand of an officer or attorney duly authorised.
- (e) To be valid, the Form of Proxy duly completed must be deposited at the Company's Registered Office at 170-09-01, Livingston Tower, Jalan Argyll, 10050 George Town, Pulau Pinang at least forty-eight (48) hours before the time appointed for holding the meeting or any adjournments thereof.
- (f) In respect of deposited securities, only a Depositor whose name appears on the Record of Depositors on 11 September 2025 (General Meeting Record of Depositors) shall be eligible to attend the meeting or appoint proxy(ies) to attend and/or vote on his behalf.

**Personal Data Privacy**

An exempt authorised nominee refers to an authorised nominee defined under the SICDA which is exempted from compliance with the provisions of subsection 25A(1) of SICDA.

By submitting the duly executed Form of Proxy, the member and his/her proxy consent to the Company and/or its agents/ service providers to collect, use and disclose the personal data therein in accordance with the Personal Data Protection Act 2010, for the purpose of the Twenty-ninth Annual General Meeting of the Company and any adjournment thereof.

Fold this flap for sealing

Then fold here



The Joint Company Secretaries  
**SEE HUP CONSOLIDATED BERHAD**  
(Registration No. 199601018726 (391077-V))  
  
170-09-01 Livingston Tower, Jalan Argyll,  
10050 George Town, Pulau Pinang, Malaysia

1st fold here



**See Hup Consolidated Berhad**  
(Registration No. 199601018726 (391077-V))

No 1062, Mukim 6, Jalan Perusahaan,  
Kawasan Perusahaan Perai,  
13600 Perai, Pulau Pinang.



[www.seehup.com.my](http://www.seehup.com.my)

