



Celebrating Synergies,  
Advancing Sustainability

## Converging Synergies

## OUR VISION & MISSION STATEMENTS

We have realigned our vision and mission statements, as part of the corporate strategy to further incorporate Environmental, Social, and Governance (“ESG”) into our growth direction and culture. By crystallising our vision and mission, our Board, Management and employees now have a stronger purpose, direction and vision alignment in their roles and priorities.

### Vision Statement

To be the regional partner of choice to achieve an environmentally sustainable society

### Mission Statement

To create shared value for all stakeholders by providing innovative and cost-effective energy and water solutions to achieve lasting sustainability

## At a Glance

### Financial Review

**Total Revenue (+27.5%)**  
has increased from **RM440.3 million** for FYE 2024 to **RM561.6 million** for FYE 2025

**Profit Before Tax (“PBT”)** achieved by the Group was **RM73.6 million (+53.7%)** for FYE 2025 as compared to **RM47.9 million** for FYE 2024

**Net Tangible Assets (+92.8%)** had increased from **RM255.7 million** for FYE 2024 to **RM493.1 million** for FYE 2025

**Final single tier dividend of 2.75 sen**  
per ordinary share

The Board of Directors has on 22 May 2025 recommended a final single tier dividend of 2.75 sen per ordinary share amounting to RM18,914,400 in respect of FYE 31 March 2025 subject to approval from shareholders at the forthcoming 15<sup>th</sup> Annual General Meeting.

### Non-Financial Highlights

During FY2025, the Group solidified its position as a leader in diversified clean energy solutions by acquiring 100% equity interest in Plus Xnergy Holding Sdn. Bhd. This strategic move creates significant synergies for the enlarged BM GreenTech Group, enhancing competitiveness and expanding our reach into the utility scale solar and BESS market. This acquisition strengthens our market position, drives sustainability, and is set to unlock new growth opportunities by expanding market reach and diversifying revenue streams.

On 13 January 2025, BM GreenTech was selected when Bursa introduced a new Renewable Energy (RE) sub-sector. This reclassification is a testament to our commitment and a significant achievement, as we proudly transitioned from the “Industrial Products & Services” sector to the “Energy” sector’s new “Renewable Energy” sub-sector, aligning with Bursa Malaysia’s efforts to foster sustainable development and global green energy initiatives.

For us, this reclassification strongly affirms our strategic shift towards a renewable energy future, highlighting our dedication to sustainable practices and fortifying our integral role within the RE landscape. We are confident that our team will continue to drive excellence and achieve new milestones in this dynamic and rapidly advancing industry.

## Converging Synergies

This concept explores the synergistic relationship amongst the business segments within BM GreenTech ecosystem namely biomass energy, water treatment, renewable solar and green asset management.

‘Converging synergies’ portrays the proximity and interconnect of these segments in orbit. The space in between orbs symbolises the unknown that is today’s evolving markets, whilst the overlapping orbiting lines denotes how this space is traversed by the integrated solutions from all of BM GreenTech’s business units.

This year’s concept is additionally special as it incorporates our 20th anniversary logo with its own theme, “Celebrating Synergies, Advancing Sustainability”. Here too, we recognise and celebrate the synergistic camaraderie amongst the business segments who collectively are propelling BM GreenTech forward to be a leading provider in climate solutions.



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Proxy Form



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# Corporate Information

## Board of Directors

### Dr. Chia Song Kun

Non-Independent Non-Executive Chairman

### Chia Lik Khai

Group Managing Director

### Chia Seong Fatt

Alternate Director to Group Managing Director, Chia Lik Khai

### Gan Chih Soon

Executive Director

### Tee Seng Chun

Alternate Director to Executive Director, Gan Chih Soon

### Ko Chuan Zhen

Executive Director  
(appointed on 28 April 2025)

### Oh Zhi Kang

Alternate Director to Executive Director, Ko Chuan Zhen  
(appointed on 28 April 2025)

### Ng Swee Weng

Independent Non-Executive Director

### Datuk Wira Roslan Bin AB Rahman

Independent Non-Executive Director

### Koh Ee Huei

Independent Non-Executive Director

### Farah Deba Binti Mohamed Sofian

Independent Non-Executive Director  
(appointed on 9 July 2025)

### Audit Committee

#### Ng Swee Weng

Chairman, Independent Non-Executive Director

#### Dr. Chia Song Kun

Member, Non-Independent Non-Executive Director

#### Datuk Wira Roslan Bin AB Rahman

Member, Independent Non-Executive Director

#### Koh Ee Huei

Member, Independent Non-Executive Director

#### Farah Deba Binti Mohamed Sofian

Member, Independent Non-Executive Director  
(appointed on 9 July 2025)

### Nomination Committee

#### Ng Swee Weng

Chairman, Independent Non-Executive Director

#### Dr. Chia Song Kun

Member, Non-Independent Non-Executive Director

#### Datuk Wira Roslan Bin AB Rahman

Member, Independent Non-Executive Director

#### Koh Ee Huei

Member, Independent Non-Executive Director

#### Farah Deba Binti Mohamed Sofian

Member, Independent Non-Executive Director  
(appointed on 9 July 2025)

### Remuneration Committee

#### Dr. Chia Song Kun

Chairman, Non-Independent Non-Executive Director

#### Ng Swee Weng

Member, Independent Non-Executive Director

#### Datuk Wira Roslan Bin AB Rahman

Member, Independent Non-Executive Director

#### Koh Ee Huei

Member, Independent Non-Executive Director

#### Farah Deba Binti Mohamed Sofian

Member, Independent Non-Executive Director  
(appointed on 9 July 2025)

### Company Secretaries

#### Tan Bee Hwee

(MAICSA 7021024)  
(SSM PC No. 202008001497)

#### Soo Siew Peng

(MAICSA 7063110)  
(SSM PC No. 202008001646)

### Registered Office

Unit 30-01, Level 30, Tower A  
Vertical Business Suite  
Avenue 3, Bangsar South  
No. 8, Jalan Kerinchi  
59200 Kuala Lumpur

Telephone : 03-2783 9191  
Facsimile : 03-2783 9111  
Email : info.my@vistra.com

### Head Office

Lot 875, Jalan Subang 8  
Taman Perindustrian Subang  
47620 Subang Jaya  
Selangor Darul Ehsan

Telephone : 03-8023 9137

Facsimile : 03-8023 2127

Website : [www.bmgreentech.com](http://www.bmgreentech.com)

### Principal Bankers

Hong Leong Islamic Bank  
Registration No. 200501009144 (686191-W)

Hong Leong Bank Berhad  
Registration No. 193401000023 (97141-X)

HSBC Bank Malaysia Berhad  
Registration No. 198401015221 (127776-V)

Malayan Banking Berhad  
Registration No. 196001000142 (3813-K)

OCBC Bank (Malaysia) Berhad  
Registration No. 199401009721 (295400-W)

OCBC Al-Amin Bank Berhad  
Registration No. 200801017151 (818444-T)

Public Bank Berhad  
Registration No. 196501000672 (6463-H)

United Overseas Bank (Malaysia) Bhd  
Registration No. 199301017069 (271809-K)

PT Bank Mandiri (Persero) Tbk

### Auditors

KPMG PLT  
(LLP0010081-LCA & AF 0758)  
10th Floor, KPMG Tower  
No.8, First Avenue, Bandar  
Utama  
47800 Petaling Jaya  
Selangor Darul Ehsan

Telephone : 03-7721 3388  
Facsimile : 03-7721 3399

### Share Registrar

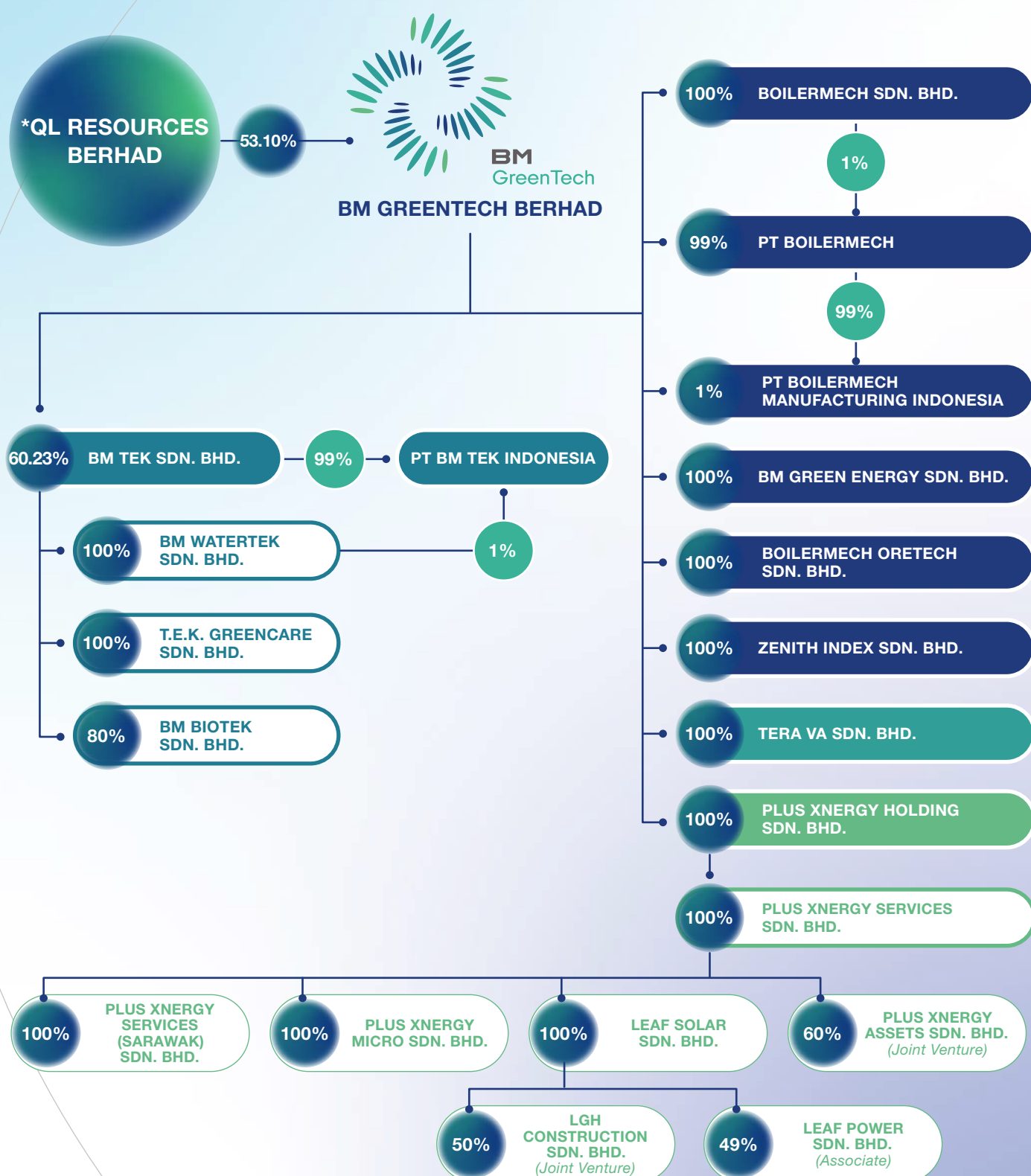
Tricor Investor & Issuing House  
Services Sdn. Bhd.  
Registration No. 197101000970  
(11324-H)  
Unit 32-01, Level 32, Tower A  
Vertical Business Suite  
Avenue 3, Bangsar South  
No. 8, Jalan Kerinchi  
59200 Kuala Lumpur

Telephone : 03-2783 9299  
Facsimile : 03-2783 9222  
Email : is.enquiry@vistra.com

### Stock Exchange Listing

Main Market of Bursa Malaysia  
Securities Berhad  
Stock Name : BMGREEN  
Stock Code : 0168  
Warrant Name : BMGREEN-WA  
Warrant Code : 0168WA

# Corporate Structure



Note:

\* Deemed interest by virtue of being the holding company of QL Green Resources Sdn. Bhd.

# Board of Directors



**Front row, from left to right:**

**MR. CHIA SEONG FATT**

*Alternate Director  
to Group Managing Director,  
Mr. Chia Lik Khai*

**DR. CHIA SONG KUN**

*Non-Independent  
Non-Executive Chairman*

**MR. CHIA LIK KHAI**

*Group Managing Director*

**Back row, from left to right:**

**PUAN FARAH DEBA BINTI  
MOHAMED SOFIAN**

*Independent  
Non-Executive Director*

**MS. KOH EE HUEI**

*Independent  
Non-Executive Director*

**MR. NG SWEE WENG**

*Independent  
Non-Executive Director*

**DATUK WIRA ROSLAN BIN  
AB RAHMAN**

*Independent  
Non-Executive Director*

**MR. GAN CHIH SOON**

*Executive Director*

**MR. KO CHUAN ZHEN**

*Executive Director*

**MR. OH ZHI KANG**

*Alternate Director to  
Executive Director, Mr. Ko Chun Zhen*

**MR. TEE SENG CHUN**

*Alternate Director to  
Executive Director, Mr. Gan Chih Soon*

# Board of Directors

## DR. CHIA SONG KUN

Non-Independent Non-Executive  
Chairman

Male, Aged 75, Malaysian



## DR. CHIA SONG KUN

Non-Independent Non-Executive Chairman

Dr. Chia Song Kun is the Non-Independent Non-Executive Chairman of the Company. He was appointed to the Board of BM GreenTech Berhad ("BM GreenTech" or "Company") on 4 March 2011. He is also the Chairman of the Remuneration Committee and a member of the Audit Committee and the Nomination Committee.

He graduated with a Bachelor of Science (Honours) degree majoring in Mathematics from University of Malaya in 1973 and obtained a Master's degree in Business Administration in 1988 from the same university.

He began his career in 1973 as a tutor in University of Malaya and subsequently joined University Teknologi MARA, Shah Alam, Selangor Darul Ehsan as a lecturer where he served for eleven (11) years until 1984. He left the educational institution in 1984 to set up CBG Holdings Sdn. Bhd. to commence the business of distributing fishmeal and other feed-meal raw materials.

He was a founder member of Inti Universal Holdings Berhad (presently known as Inti Universal Holdings Sdn. Bhd.) which operates one of the leading private university colleges in Malaysia. On 5 July 2008, he was conferred the honorary degree of Doctor of Laws (Hon LLD) by the Honorary Awards Board of the University of Hertfordshire in recognition of his outstanding contribution to the development of business and education in Malaysia.

He is also the founder and Executive Chairman of the Board of Directors of QL Resources Berhad ("QL") which is listed on the Main Market of Bursa Malaysia Securities Berhad ("Bursa Securities"). Together with the help of his family members, he successfully nurtured, developed and transformed the QL group of companies ("QL Group") into a billion ringgit sustainable and scalable multinational agro-food corporation.

He has beneficial interest in CBG (L) Foundation, the holding company of CBG (L) Pte Ltd, which is a major shareholder of QL, in turn is the ultimate holding company of BM GreenTech, held through its wholly-owned subsidiary QL Green Resources Sdn. Bhd. ("QLGR").

Dr. Chia Song Kun is also a director of QLGR. He is the father of Mr. Chia Lik Khai and brother-in-law to Mr. Chia Seong Fatt.

Dr. Chia Song Kun attended seven (7) out of eight (8) Board of Directors' meetings held during the financial year ended 31 March 2025 ("financial year").

He has no conflict of interest or potential conflict of interest, including interest in any competing business, with the Company or its subsidiaries. He has no conviction for any offences (except for traffic offences, if any) within the past five (5) years and there were no public sanctions or penalties imposed on him by the relevant regulatory bodies during the financial year under review.

# Board of Directors

## **MR. CHIA LIK KHAI**

Group Managing Director

Male, Aged 46, Malaysian

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## **MR. CHIA SEONG FATT**

Alternate Director to  
Group Managing Director,  
Mr. Chia Lik Khai

Male, Aged 69, Malaysian

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## MR. CHIA LIK KHAI

Group Managing Director

Mr. Chia Lik Khai is the Group Managing Director of BM GreenTech Group. He was appointed to the Board on 26 October 2010 as an Executive Director and re-designated as Deputy Managing Director on 25 February 2015 and Joint Managing Director since 1 March 2021. He has served as Group Managing Director since 1 September 2022.

He graduated from the MBA program of Wharton Business School, University of Pennsylvania, United States where he focused on Entrepreneurship and Corporate Finance. He also received his Master of Science and Bachelor of Science in Electrical Engineering from University of Michigan, Ann Arbor, United States. His graduate studies specialised in Communication Integrated Circuits design and advanced semiconductor.

Prior to 2009, he was with McKinsey & Company in Shanghai, where he was an affiliate of the Global Energy & Materials and High-Tech practice. During his tenure there, he focused on serving global clients in renewable energy, consumer products and high-tech sectors on strategy, mergers and acquisitions as well as sales and marketing.

He also possesses extensive management experience in high-tech telecommunications and internet commerce. He spent eight (8) years in the semiconductor industry with Agilent and Avago Technologies in Silicon Valley, where he assumed multiple roles as R&D staff, new product manager and marketing manager. He subsequently joined QL Resources Berhad as Group Corporate Development Director and was appointed as the Executive Director of a few subsidiaries of QL in 2009.

Mr. Chia Lik Khai is instrumental in implementing and executing business strategies and plans of BM GreenTech Group. He is committed to drive the Group business towards a fully integrated sustainable environmental solution provider across all its business segments i.e., bio-energy, water treatment and solar energy solution. He is also an Executive Director in QL Resources Berhad, a company listed on the Main Market of Bursa Malaysia Securities Berhad and QL Green Resources Sdn. Bhd., being the ultimate and immediate holding company of BM GreenTech respectively.

Mr. Chia Lik Khai is the son of Dr. Chia Song Kun and the nephew to Mr. Chia Seong Fatt.

Mr. Chia Lik Khai attended all the eight (8) Board of Directors' meetings held during the financial year.

Mr. Chia Lik Khai has no conflict of interest or potential conflict of interest, including interest in any competing business, with the Company or its subsidiaries. He has no conviction for any offences (except for traffic offences, if any) within the past five (5) years and there were no public sanctions or penalties imposed on him by the relevant regulatory bodies during the financial year under review.

## MR. CHIA SEONG FATT

Alternate Director to Group Managing Director,  
Mr. Chia Lik Khai

Mr. Chia Seong Fatt is the Alternate Director to the Group Managing Director, Mr. Chia Lik Khai. He was appointed to the Board on 4 March 2011. He obtained his Bachelor of Science (Honours) degree majoring in Chemistry from University of London in 1979.

He practiced as an industrial chemist for three (3) years before pursuing further studies in University Malaya. In 1984, he graduated from University Malaya with Master degree in Business Administration. He served for seven (7) years as Managing Director in Sri Tawau Farming Sdn. Bhd., a company involved in layer farming and an associated company of Lay Hong Berhad, a company listed on the Main Market of Bursa Malaysia Securities Berhad.

In 1991, he was appointed as Managing Director of QL Farms Sdn. Bhd., a subsidiary of QL Resources Berhad. In January 1996, he was appointed as an Executive Director of QL Feedingstuffs Sdn. Bhd. in charge of layer farm and Crude Palm Oil (CPO) milling operations and subsequently resigned as Director in view of the restructuring of the QL Group.

Mr. Chia Seong Fatt is an Executive Director in QL Resources Berhad, a company listed on the Main Market of Bursa Malaysia Securities Berhad and a Director of QL Green Resources Sdn. Bhd., being the ultimate and immediate holding company of BM GreenTech respectively.

Mr. Chia Seong Fatt is the brother-in-law to Dr. Chia Song Kun and the uncle to Mr. Chia Lik Khai.

Mr. Chia Seong Fatt attended all the eight (8) Board of Directors' meetings held during the financial year.

Mr. Chia Seong Fatt has no conflict of interest or potential conflict of interest, including interest in any competing business, with the Company or its subsidiaries. He has no conviction for any offences (except for traffic offences, if any) within the past five (5) years and there were no public sanctions or penalties imposed on him by the relevant regulatory bodies during the financial year under review.

# Board of Directors

## **MR. GAN CHIH SOON**

Executive Director

Male, Aged 51, Malaysian

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## **TEE SENG CHUN**

Alternate Director to Executive Director,  
Mr. Gan Chih Soon

Male, Aged 61, Malaysian

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## MR. GAN CHIH SOON

Executive Director

Mr. Gan Chih Soon is the Executive Director of the Company. He was appointed to the Board on 25 February 2015. He obtained his Bachelor of Science in Mechanical Engineering from University of Oklahoma, United States of America.

He started his career in 1997 as a Project Engineer in Vickers Hoskins (M) Sdn. Bhd., a boiler manufacturing company. Upon his promotion to Senior Engineer, he led teams to manage the installation and commissioning of boilers in countries such as Indonesia, Thailand, Papua New Guinea, Myanmar and Venezuela. He was later promoted to Project Manager where he was responsible for the overall project management, material procurement, site execution and commissioning of boilers within the biomass industry.

He joined BM GreenTech Group in 2005 as Operation Manager and has since been promoted to General Manager and subsequently as Executive Director. He is presently responsible for overseeing the operations, sales and marketing functions of BM GreenTech Group.

Mr. Gan Chih Soon does not hold any directorship in any other public companies and listed companies.

He has no family relationship with any director and/or major shareholder of the Company.

Mr. Gan Chih Soon attended seven (7) out of eight (8) Board of Directors' meetings held during the financial year.

Mr. Gan Chih Soon has no conflict of interest or potential conflict of interest, including interest in any competing business, with the Company or its subsidiaries. He has no conviction for any offences (except for traffic offences, if any) within the past five (5) years and there were no public sanctions or penalties imposed on him by the relevant regulatory bodies during the financial year under review.

## MR. TEE SENG CHUN

Alternate Director to Executive Director,  
Mr. Gan Chih Soon

Mr. Tee Seng Chun is the Alternate Director to Executive Director, Mr. Gan Chih Soon. He was appointed to the Board on 25 February 2015. He obtained his Bachelor of Science in Agricultural Engineering from University Pertanian Malaysia, Malaysia in 1988.

He started his career in 1988 in Kuala Lumpur Kepong Berhad as a Cadet Engineer where he was posted to a palm oil mill in Sabah. He then joined Austral Enterprise as an Assistant Mill Engineer where he obtained his Steam Engineer Certificate in 1993 from Jabatan Keselamatan dan Kesihatan Pekerjaan.

In 1994, he joined Vickers Hoskins (M) Sdn. Bhd. as a Project Engineer and was involved in the installation, modification and upgrading work of no less than 200 boilers. He was promoted to Project Manager in 1998 and subsequently to Operations Manager in 2000. During his tenure in Vickers Hoskins, he underwent training at Babcock Limited Co. in United Kingdom in designing boiler thermal performance as well as circulation performance.

His experience includes the design and implementation of heat recovery steam generating systems, mini Co-Generation Plant for the wood and palm oil industries. He was also involved in providing advice on the first unit of full water cooled moving grate boiler in a glove factory in Ipoh, which eventually proven to be a solution for the general industry to utilize biomass fuel instead of fossil fuel.

He joined BM GreenTech Group in 2005 and is responsible for overseeing the business development, engineering, design and quality assurance functions of BM GreenTech Group.

Mr. Tee Seng Chun does not hold any directorship in any other public companies and listed companies.

He has no family relationship with any director and/or major shareholder of the Company.

Mr. Tee Seng Chun attended all the eight (8) Board of Directors' meetings held during the financial year.

Mr. Tee Seng Chun has no conflict of interest or potential conflict of interest, including interest in any competing business, with the Company or its subsidiaries. He has no conviction for any offences (except for traffic offences, if any) within the past five (5) years and there were no public sanctions or penalties imposed on him by the relevant regulatory bodies during the financial year under review.

# Board of Directors

## **MR. KO CHUAN ZHEN**

Executive Director

Male, Aged 41, Malaysian

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## **MR. OH ZHI KANG**

Alternate Director to  
Executive Director, Mr. Ko Chuan Zhen

Male, Aged 41, Malaysian

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## MR. KO CHUAN ZHEN

Executive Director

Mr. Ko Chuan Zhen is the Executive Director of the Company. He was appointed to the Board on 28 April 2025. He obtained his Degree in Electrical Engineering from Multimedia University, Malaysia.

His career began in 2008, where he was working as a solar engineer and sales manager for two multinational solar companies from Japan and Germany. He was instrumental in developing solar power plant businesses across diverse regions including Southeast Asia, the Pan Pacific, Middle East and South Africa. His extensive projects and business development in over 20 cities across 13 countries laid a solid foundation for his entrepreneurial journey.

In 2012, leveraging on his experience and insights, Mr. Ko Chuan Zhen and the co-founders established Leaf Energy Sdn. Bhd. and subsequently founded Plus Xnergy Services Sdn. Bhd. These companies have broadened their offerings to the energy ecosystem, which encompasses energy generation, energy storage, energy efficiency and EV charging solutions.

His contributions to the renewable energy sector have earned him multiple accolades, including Ernst and Young's Emerging Entrepreneur of the Year 2019, listings in Asia's Most Influential and Gen. T List 2020 by Tatler Asia, one of the 400 young entrepreneur leaders who are shaping Asia's future, and recognition in Prestige Malaysia's 40 Under 40 in 2021.

Mr. Ko Chuan Zhen does not hold any directorship in any other public companies and listed companies.

He has no family relationship with any director and/or major shareholder of the Company.

Mr. Ko Chuan Zhen did not attend any Board of Directors' meeting held during the financial year as he was only appointed as Director of the Company on 28 April 2025.

Mr. Ko Chuan Zhen has no conflict of interest or potential conflict of interest, including interest in any competing business, with the Company or its subsidiaries. He has no conviction for any offences (except for traffic offences, if any) within the past five (5) years and there were no public sanctions or penalties imposed on him by the relevant regulatory bodies during the financial year under review.

## MR. OH ZHI KANG

Alternate Director to Executive Director,  
Mr. Ko Chuan Zhen

Mr. Oh Zhi Kang is the Alternate Director to Executive Director, Mr. Ko Chuan Zhen. He was appointed to the Board on 28 April 2025. He obtained his Degree in Electrical Engineering (Honours) from Royal Melbourne Institute of Technology (RMIT) University, Australia. He also received his Master of Business Administration from Emlyon Business School, Lyon.

Upon graduation, he worked for several engineering, research and development firms in Australia before relocating back to Malaysia. With over 12 years of experience, Mr. Oh Zhi Kang has excelled in directing business growth and innovation strategies in renewable energy and energy-saving related businesses. He began his career in the renewable energy sector with Leaf Energy Sdn. Bhd., which he co-founded in 2012. Subsequently, he co-founded Plus Xnergy Services Sdn. Bhd., where he continues to contribute to solar photovoltaic engineering, procurement, construction and commissioning activities within the renewable energy sector.

In 2017, he led research and development initiatives focused on Internet of Things and artificial intelligence (AI) systems, developed solutions that evolved into new business models. He is currently responsible for providing strategic direction and driving business adoption in the residential and retail segments of Plus Xnergy Holding Sdn. Bhd. and the Group.

Mr. Oh Zhi Kang does not hold any directorship in any other public companies and listed companies.

He has no family relationship with any director and/or major shareholder of the Company.

Mr. Oh Zhi Kang did not attend any Board of Directors' Meeting held during the financial year as he was only appointed as Director of the Company on 28 April 2025.

Mr. Oh Zhi Kang has no conflict of interest or potential conflict of interest, including interest in any competing business, with the Company or its subsidiaries. He has no conviction for any offences (except for traffic offences, if any) within the past five (5) years and there were no public sanctions or penalties imposed on him by the relevant regulatory bodies during the financial year under review.

# Board of Directors

## **MR. NG SWEE WENG**

Independent Non-Executive Director

Male, Aged 68, Malaysian

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## **DATUK WIRA ROSLAN BIN AB RAHMAN**

Independent Non-Executive Director

Male, Aged 68, Malaysian

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## MR. NG SWEE WENG

Independent Non-Executive Director

Mr. Ng Swee Weng is an Independent Non-Executive Director. He was appointed to the Board on 22 January 2020. He is also the Chairman of the Audit Committee and Nomination Committee and member of the Remuneration Committee.

He was articulated with KPMG in 1977 and qualified as a member of the Malaysian Institute of Certified Public Accountants (MICPA) in 1981. He is also a member of the Malaysian Institute of Accountants (MIA) and CPA Australia.

Mr. Ng Swee Weng is currently a Senior Advisor at BDO Tax Services Sdn. Bhd. ("BDO"). Prior to joining BDO, he was an Audit Partner at KPMG Malaysia for 23 years before he retired in 2012 as the Partner in charge of the Penang office. He was also formerly a member of KPMG's Audit and Accounting Committee, which provided directives and consultative support on technical issues.

He has experience in providing Goods & Services Tax ("GST") advice to companies ranging from small-to-medium enterprises (SMEs) to large publicly listed entities, particularly those entities operating in the property development and construction industries. By combining years of risk management experience with his GST knowledge, he is able to provide tailored advice to clients regarding a broad range of technical GST issues.

He also has extensive experience in coordinating and managing complex assurance assignments in the palm oil and plantation, manufacturing, trading, construction and property development industries. He is an experienced reporting accountant who has worked on numerous due diligence exercises and has been the reporting accountant for many Initial Public Offerings and Bond/Rights Issues. He was a former Project Director of the Malaysian Accounting Standards Board.

Mr. Ng Swee Weng is also an Independent Non-Executive Director and Audit Committee Chairman, member of Nominating Committee and Remuneration Committee of SKB Shutters Corporation Berhad, a company listed on the Main Market of Bursa Malaysia Securities Berhad.

He has no family relationship with any director and/or major shareholder of the Company.

Mr. Ng Swee Weng attended all the eight (8) Board of Directors' meetings held during the financial year.

Mr. Ng Swee Weng has no conflict of interest or potential conflict of interest, including interest in any competing business, with the Company or its subsidiaries. He has no conviction for any offences (except for traffic offences, if any) within the past five (5) years and there were no public sanctions or penalties imposed on him by the relevant regulatory bodies during the financial year under review.

## DATUK WIRA ROSLAN BIN AB RAHMAN

Independent Non-Executive Director

Datuk Wira Roslan AB Rahman ("Datuk Wira Roslan") is an Independent Non-Executive Director of the Company. He was appointed to the Board on 17 November 2023. He is also a member of the Nomination Committee, Audit Committee and Remuneration Committee.

He is an engineer who has vast experience in the electricity supply industry with over 42 years of service in the Tenaga Nasional Berhad ("TNB"), the national utility company. He has been involved in various management capacities at TNB, where he leveraged his extensive knowledge of the industry to transform and modernise the electricity generation and power distribution systems. He has also collaborated with the Ministry of Energy and Natural Resources and the Energy Commission on various energy-related issues.

His exposure in customer service and commercial aspects of TNB has enabled him to successfully coordinate efforts with Malaysia Investment Development Authority (MIDA) in facilitating the supply of electricity for large-scale investments and Foreign Direct Investments (FDIs). He has also worked with other important stakeholders such as Federation of Malaysian Manufacturers (FMM) and Federation of Malaysian Consumers Association (FOMCA).

Datuk Wira Roslan was the spokesperson for TNB while serving as the Chief Corporate Officer. His major role was to monitor and advise the Chief Executive Officer and Board of Directors on corporate communication related matters. His strong industrial relations skills had helped him to enhance the work culture, improve the harmony with the unions and employees, and build constructive relationships with various stakeholders.

In the international front, Datuk Wira Roslan represented the national utility company in various roles, namely as Country Coordinator in Head of ASEAN Power Utility (HAPUA) and Association of Energy Supply Industry of East Asia and Asia Pacific (AESIEAP).

His last position as the Chief Regulatory and Stakeholder Management Officer saw him working closely with the Ministry of Energy and Natural Resources (KETSA) and Energy Commission (EC) on various energy-related issues for the benefit of the country. His service with TNB was extended beyond his retirement age for 6 years due to his invaluable services.

Datuk Wira Roslan is currently the Independent Non-Executive Director of Malakoff Corporation Berhad and Varia Berhad.

He has no family relationship with any director and/or major shareholder of the Company.

Datuk Wira Roslan attended seven (7) out of eight (8) Board of Directors' meetings held during the financial year.

Datuk Wira Roslan has no conflict of interest or potential conflict of interest, including interest in any competing business, with the Company or its subsidiaries. He has no conviction for any offences (except for traffic offences, if any) within the past five (5) years and there were no public sanctions or penalties imposed on him by the relevant regulatory bodies during the financial year under review.

# Board of Directors

## **MS. KOH EE HUEI**

Independent Non-Executive Director

Female, Aged 43, Malaysian

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## **PUAN FARAH DEBA BINTI MOHAMED SOFIAN**

Independent Non-Executive Director

Female, Aged 56, Malaysian

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## MS. KOH EE HUEI

Independent Non-Executive Director

Ms. Koh Ee Huei is an Independent Non-Executive Director. She was appointed to the board on 17 November 2023. She is also a member of the Nomination Committee, Audit Committee and Remuneration Committee.

Ms. Koh Ee Huei ("Ms. Koh") was formerly a partner of McKinsey & Company ("McKinsey") since 2017, having joined the firm in 2008. She focused on the areas of infrastructure, energy, sustainability, and economic development on topics relating to strategy and transformation, investment feasibility studies and due diligences, and regulatory reforms.

She has worked extensively with public, private, government-linked, and government-linked investment companies across Malaysia and Southeast Asia. In her role, she also led McKinsey talent development initiatives across Southeast Asia including learning programme, optimizing the people experience and managing recruitment for the Kuala Lumpur office.

Currently, she serves as the Head of the GEAR-uP Programme Secretariat at the Ministry of Finance, Malaysia. Prior to joining McKinsey, Ms. Koh was a Business Development Manager at YTL Power International Bhd (2006-2008) where she supported the evaluation of investments in the power and telecommunications sectors. She previously worked as an analyst at BinaFikir Sdn. Bhd. (2005-2006), where she supported projects on restructuring the public transport system. She holds a Bachelor of Science in Civil Engineering and a Master of Science in Civil Engineering (Transportation) from Purdue University, West Lafayette.

Ms. Koh does not hold any directorship in any other public companies and listed companies.

She has no family relationship with any director and/or major shareholder of the Company.

Ms. Koh attended all the eight (8) Board of Directors' meetings held during the financial year.

Ms. Koh has no conflict of interest or potential conflict of interest, including interest in any competing business, with the Company or its subsidiaries. She has no conviction for any offences (except for traffic offences, if any) within the past five (5) years and there were no public sanctions or penalties imposed on her by the relevant regulatory bodies during the financial year under review.

## PUAN FARAH DEBA BINTI MOHAMED SOFIAN

Independent Non-Executive Director

Puan Farah Deba Binti Mohamed Sofian is an Independent Non-Executive Director. She was appointed to the board on 9 July 2025. She is also a member of the Nomination Committee, Audit Committee and Remuneration Committee.

She graduated with a Degree in Legum Baccalaureus (LL.B) from International Islamic University Malaysia. She also obtained a Master of Laws from King's College, University of London, United Kingdom.

Puan Farah Deba Binti Mohamed Sofian ("Puan Farah Deba") is an Advocate & Solicitor, currently a partner with Messrs Wong Lu Peen & Tunku Alina. Puan Farah Deba started her practice in Messrs Zaid Ibrahim & Co. from 1993 to 2003. She then established her own practice as Farah Deba & Associates before she was invited to join her current firm. Backed by more than 30 years of active legal practice, apart from corporate, commercial, real estate, banking, construction, infrastructural and intellectual property work, Puan Farah Deba's current special focus is in private wealth, inheritance and succession industry advising families across generations.

Puan Farah Deba is a registered member of the Society of Trust & Estate Practitioner ("STEP"), a global professional body comprising lawyers, trustees and other practitioners that help Muslim and non-Muslim families, business and wealth owners across multiple jurisdictions and generations plan for their futures. Puan Farah Deba is the current STEP Malaysia Branch Chairperson.

Puan Farah Deba is currently the Independent Non-Executive Director of OSK Holdings Berhad.

She has no family relationship with any director and/or major shareholder of the Company.

Puan Farah Deba did not attend any Board of Directors' meeting held during the financial year as she was only appointed as Director of the Company on 9 July 2025.

Puan Farah Deba has no conflict of interest or potential conflict of interest, including interest in any competing business, with the Company or its subsidiaries. She has no conviction for any offences (except for traffic offences, if any) within the past five (5) years and there were no public sanctions or penalties imposed on her by the relevant regulatory bodies during the financial year under review.

# Key Senior Management



**MR. CHIA LIK KHAI**

Group Managing Director of  
BM GreenTech Berhad



**MR. GAN CHIH SOON**

Executive Director of  
BM GreenTech Berhad



**MR. TEE SENG CHUN**

Executive Director of  
Boilermech Sdn. Bhd., a  
wholly-owned subsidiary of  
the Company



**MR. KO CHUAN ZHEN**

Executive Director of BM GreenTech  
Berhad



**MR. OH ZHI KANG**

Executive Director of Plus  
Xnergy Holding Sdn. Bhd., a  
wholly-owned subsidiary of  
the Company

Please refer to pages 6 to 11 for the profiles of the above Senior Management personnel

# Key Senior Management



**MS. TAN EE MING**

Group Financial Controller

Female, aged 51, Malaysian

Ms. Tan Ee Ming is a member of Malaysian Institute of Accountants (“MIA”) and the Association of Chartered Certified Accountants (ACCA).

She began her career as an auditor with a Big 4 public accounting firm in 1994 and thereafter continued to the commercial sector after 8 years. She has over 28 years of working experience in the areas of audit, accounting, taxation, corporate reporting, treasury and budget management, business partnering, mergers and acquisitions over industries such as manufacturing, services, healthcare and pharmaceutical, trading, retail, Saas, investment holding etc. Her experience includes the coverage of Finance function spanning local and multinational companies with a 2-year stint working in a Group Head Office based in Hong Kong. On the regional front, previously she has overseen Finance departments of China, South Korea, Taiwan, Hong Kong, Singapore, Thailand, the Philippines, Indonesia,

Vietnam, Brunei and Sri Lanka. Prior to joining BM GreenTech, she was the Finance Director (Asia) of an overseas listed company providing software as a service (Saas).

Ms. Tan Ee Ming does not hold any directorship in any public companies and listed companies. She has no family relationship with any director and/or major shareholder of the Company. She has no conflict of interest or potential conflict of interest, including interest in any competing business, with the Company or its subsidiaries. She has no conviction for any offences (except for traffic offences, if any) within the past five (5) years and there were no public sanctions or penalties imposed on her by the relevant regulatory bodies during the financial year under review.



**MS. CHAN VAN CHEE**

Director, Corporate Planning and Transformation

Female, aged 52, Malaysian

Ms. Chan Van Chee joined BM GreenTech Group in year 2010, is a member of the Executive Committee and the Director, Corporate Planning and Transformation.

She obtained her qualification from the Association of Chartered Certified Accountants (ACCA) in 1998. She is a member of the Malaysian Institute of Accountants and a fellow member of the ACCA. Prior to joining BM GreenTech, she has held various accounting, finance and human resource positions in audit, industrial manufacturing, information technology companies and was attached to a management consultancy providing business solutions.

She is presently responsible for the corporate planning, sustainability, and business process transformation of BM GreenTech Group.

Ms. Chan Van Chee does not hold any directorship in any public companies and listed companies. She has no family relationship with any director and/or major shareholder of the Company. She has no conflict of interest or potential conflict of interest, including interest in any competing business, with the Company or its subsidiaries. She has no conviction for any offences (except for traffic offences, if any) within the past five (5) years and there were no public sanctions or penalties imposed on her by the relevant regulatory bodies during the financial year under review.

# Key Senior Management



**MR. LEONG JIT MIN**

Managing Director of  
TERA VA Sdn. Bhd.,  
a wholly-owned subsidiary  
of the Company

**Male, aged 41, Malaysian**

Mr. Leong Jit Min obtained his Diploma in Electronic and Electrical Engineering from Inti College Malaysia in 2003. In 2006, he completed a Graduate Diploma in Business Administration from ALC College. He then received Grid Connected Photovoltaic certificates from both ISPQ and SEDA in 2013 and 2014, respectively.

He began his career in the Power & Energy industry as an Application Assistant Engineer in the Diesel Generating set sector. He then joined three multinational corporations, namely Schneider Electric Malaysia, ABB Ltd, and Siemens AG, as a Business Development Engineer. During his time at these companies, he gained valuable experience in Power Distribution, Protection, Control, Monitoring, Management, and Switchboard Design & Construction.

In 2011, he co-founded the Company, Tera VA Sdn. Bhd. ("TERA") and has played a key role as the Managing Director. TERA, is a well-established Engineering, Procurement, Construction and Commissioning ("EPCC") contractor in the Solar PV industry. Under the reputable brand

name of TERA, the Company is dedicated to promoting the adoption of renewable energy sources and reducing carbon emissions. It is committed to enhancing the affordability and accessibility of Solar PV technology for a wide range of users, including residential, commercial, and industrial customers.

Mr. Leong Jit Min does not hold any directorship in any public companies and listed companies. He has no family relationship with any director and/or major shareholder of the Company.

He has no conflict of interest or potential conflict of interest, including interest in any competing business, with the Company or its subsidiaries. He has no conviction for any offences (except for traffic offences, if any) within the past five (5) years and there were no public sanctions or penalties imposed on him by the relevant regulatory bodies during the financial year under review.



**MR. YONG HUA KONG**

Managing Director of  
BM TEK Sdn. Bhd.,  
a 60.23% owned subsidiary  
of the Company

**Male, aged 58, Malaysian**

Mr. Yong Hua Kong obtained his Bachelor of Science in Chemistry from University of Malaya, Malaysia in 1991. He began his career as a product specialist in water testing equipment before advancing to a role at an American water treatment firm, where he served as a water treatment engineer. He holds certification as a registered wastewater specialist from the Department of Environment.

In 1995, he started his business venture as a cofounder and Managing Director of BM TEK Sdn. Bhd. ("BM TEK") group of companies. BM TEK is a total water management company offering a full range of water treatment solutions to the Malaysian and South East Asia markets. Mr. Yong Hua Kong has been instrumental in driving the business operation of BM TEK Group. Over the years, BM TEK Group has accomplished many achievements while continued to undertake the research and development activities in the water treatment industry.

He led his team in the development of several patented treatment plants for various industrial applications, these include TEK MEMPLUS, a unique membrane based treatment process for palm oil effluent treatment and TEK WaterPak, specially designed packaged water treatment plant for rural community's clean water supply.

Mr. Yong Hua Kong does not hold any directorship in any public companies and listed companies. He has no family relationship with any director and/or major shareholder of the Company.

He has no conflict of interest or potential conflict of interest, including interest in any competing business, with the Company or its subsidiaries. He has no conviction for any offences (except for traffic offences, if any) within the past five (5) years and there were no public sanctions or penalties imposed on him by the relevant regulatory bodies during the financial year under review.

# Chairman's Statement



Dear Valued Shareholders,

**On behalf of the Board of Directors, I am honoured to present the Annual Report of BM GreenTech Berhad ("BM GreenTech") for the financial year ended ("FYE") 31 March 2025.**



**DR. CHIA SONG KUN**  
Chairman



We are delighted to report record-high revenue and profit before tax for the Group during the current year under review. These outstanding results reflect the collective hard work, contribution and resilience demonstrated by our entire team. This performance further reinforces our strategic vision in navigating the dynamic climate solutions domain.

This year holds particular significance as we celebrate our 20<sup>th</sup> anniversary. Two decades ago, we commenced our humble journey as a boiler manufacturer. Today, we stand tall as a diversified provider of comprehensive climate solutions, specialising in biomass energy, water treatment and renewable solar. This remarkable trajectory reflects our unwavering commitment to innovation and our ability to adapt to market demands.

Our journey has been closely aligned with supporting our customers' Environmental, Social, and Governance ("ESG") agenda while contributing significantly to Malaysia's National Renewable Energy Transition Roadmap ("NETR"). We are proud to be at the forefront of driving sustainable development, offering solutions that not only deliver economic value but also create a positive environmental footprint. The record performance this year reaffirms that our continuous emphasis on environmental stewardship and social responsibility, which creating meaningful impact and serving as a powerful engine for growth.

# Chairman's Statement

Moving ahead, we aim to fortify our position as a driving force within the renewable energy sector. We will keep investing in research and development, exploring new opportunities, and expanding our offerings to meet the growing demand for clean energy solutions. We are confident our robust business model and committed teams will enable us to continue delivering exceptional value to our shareholders, customers, and the communities we serve.

In line, the Group had completed the acquisition of 100% equity interest in Plus Xnergy Holding Sdn. Bhd. ("PXH"). This acquisition brings significant benefits to the enlarged BMG Group, including leveraging synergies with PXH Group to enhance competitiveness and expand into high growth solar for Utility-scale and Battery Energy Storage System ("BESS") segment. The acquisition will strengthen the Group's market position as a leading provider for diversified clean energy solutions. It is anticipated to unlock new growth opportunities by expanding market reach, diversifying revenue streams, and creating new avenues for growth.

Conversely, our dedicated team continues to break new ground by applying water treatment technologies beyond conventional sectors. We are advancing the use of alternative water resources to address water scarcity and stress in various regions, while supporting the evolving needs of emerging industries like data centers, livestock farming, and estate operations. These initiatives highlight our strategic focus on delivering sustainable and resilient water solutions that promote industrial efficiency and foster ecological well-being.

## Financial performance

FYE 31 March 2025, the Group has witnessed a robust financial performance, with its revenue improved by RM121.3 million (27.5%) from RM440.3 million to RM561.6 million with a gross profit of RM138.6 million, an increase of RM48.2 million (53.4%).

The PBT of the Group increased by RM25.7 million from RM47.9 million to RM73.6 million attributed to the collective contributions from all the three business segments.

More details of our financial and operational performance are outlined in the Management Discussion and Analysis Section in this Annual Report.



Revenue improved by  
**RM121.3 million**  
**(27.5%)**  
from RM440.3 million to  
**RM561.6 million** with a gross  
profit of **RM138.6 million**,  
an increase of **RM48.2 million**  
**(53.4%)**

## BMG - Reclassification sector/subsector as "Energy"/"Renewable Energy"

On 13 January 2025, Bursa Malaysia has introduced a new Renewable Energy ("RE") sub-sector, within the Energy and Utilities sectors classification. This strategic reclassification marks a significant achievement for our company, as we proudly transitioned from the "Industrial Products & Services" sector to the "Energy" sector, under its newly formed "Renewable Energy" sub-sector. This initiative is part of Bursa Malaysia's ongoing efforts to fostering sustainable development and aligning with the global imperative for green energy solutions. For us, this reclassification is an affirmation of our strategic pivot towards a renewable energy future. This transformative shift will elevate our company's steadfast dedication to sustainable practices and solidifies our enhanced, integral role within the RE landscape.

This presents us with significant opportunities for growth, innovation, and making a substantial value. We are confident that our team will continue to drive excellence and achieve new successes in this dynamic and rapidly advancing industry.

# Chairman's Statement



## Celebrating Two-Decades of Strategic Diversification

This year is extra special as the Group commemorates our twenty years of operations. The theme “Celebrating Synergies, Advancing Sustainability” was chosen as not just a celebratory nod towards how far the Group has journeyed from our initial roots as a boiler manufacturer, but to also celebrate the camaraderie amongst the various business segments who collectively are propelling the Group’s ability to be a leading diversified total climate solutions provider in advancing the nation’s sustainability agenda for green and clean energy.

## Board Members New Appointment

The Board welcomes Mr. Ko Chuan Zhen and his alternate, Mr. Oh Zhi Kang as Executive Director on 28 April 2025 and Puan Farah Deba Binti Mohamed Sofian who joined us as Independent Non-Executive Director on 9 July 2025.

These new appointees will bring with them a broad spectrum of experience, innovative perspectives, and a diverse blend of skills and industry insights for the Group. We believe that their combined expertise and leadership will be instrumental in driving the Group’s ongoing growth and long-term success.

## Environmental, Social and Governance (“ESG”) Overview

A robust governance framework complements our operations, emphasizing transparency, integrity, and accountability. We adhere strictly to high ethical standards and regulatory requirements. Sustainability remains a cornerstone of our corporate strategy, with the Board diligently overseeing its integration into every aspect of our operations. By proactively identifying and addressing key Environmental, Social, and Governance (“ESG”) opportunities and risks, we cultivate sustainability culture that strengthens the Company’s resilience and sharpens its competitive edge.

Through our renewable energy projects, we are contributing to the broader social good by expanding access to clean and affordable energy, supporting green job creation, and helping to mitigate climate change. These initiatives not only align with our ESG aspirations but also strengthen our market position and value creation for shareholders.

## Appreciation

On behalf of the Board of Directors, I extend our sincere gratitude to our shareholders, management, customers, suppliers, banking partners, associates, and government agencies for their support and collaboration.

To our employees, I extend my deepest appreciation for your tireless efforts and dedicated pursuit of excellence. Your contributions are instrumental to our success, and we deeply value your perseverance. I am also grateful to my fellow Board members for their invaluable guidance and support.

I am pleased to announce that the Board recommends a proposed final single-tier dividend of 2.75 sen per ordinary share for the financial year ended 2025 for shareholders’ approval at the forthcoming 15<sup>th</sup> Annual General Meeting.

Thank you very much.

**Dr. Chia Song Kun**  
Chairman

# Management Discussion and Analysis

## Overview of business and operations

### Company History

The Group was founded in 2005 as a specialist in the design and manufacture of biomass boilers with a clear mission to deliver sustainable energy solutions to the palm oil industry; quickly establishing ourselves as a leading engineering company in the ASEAN region. With a reputation for innovation and technical excellence, the Group became synonymous with high-performance, environmentally responsible energy systems.

In recognition of our strong growth and strategic potential, BM GreenTech Berhad (“BM GreenTech”) was listed on Bursa Malaysia in 2011. This marked a turning point, strengthening our governance, and accelerating our expansion into complementary sectors.

As part of our diversification strategy, the Group entered the water treatment industry in 2016 through the acquisition of BM TEK Group, a leading provider of industrial wastewater treatment solutions in Malaysia. This strategic move allowed us to expand our capabilities into industrial wastewater treatment, strengthening our position as an integrated environmental engineering solutions provider in Malaysia.



The Group’s commitment to renewable energy deepened in 2020 with the acquisition of Tera VA Sdn. Bhd., enabling entry into the solar power sector. Initially focusing on commercial and industrial systems, the company later extended its reach into the residential rooftop segment, offering clean energy alternatives to a wider customer base.



The Group’s commitment to renewable energy deepened in 2020 with the acquisition of Tera VA Sdn. Bhd., enabling entry into the solar power sector. Initially focusing on commercial and industrial systems, the company subsequently extended its reach into the residential rooftop segment, offering clean energy alternatives to a wider customer base.

Building on this, the Group increased our investment in Tera VA in 2023, making it a wholly owned subsidiary to better align internal resources and sharpen strategic focus. That same year marked a major regional milestone with the opening of a new manufacturing facility in Surabaya, Indonesia—expanding our footprint and capacity to serve Southeast Asian markets.

Continuing this trajectory in 2025, the Group acquired full equity in Plus Xnergy Holding Group, gaining large-scale solar project capabilities that significantly enhanced the Group’s position in the renewable energy space. Consequently, BM GreenTech was formally recognised under Bursa Malaysia’s ‘Renewable Energy’ subsector within the broader ‘Energy’ and ‘Utilities’ classifications during the year. Additionally, the company expanded our water treatment operations into Indonesia through the incorporation of a new subsidiary, PT BM TEK Indonesia—underscoring our commitment to regional growth and environmental stewardship.

On the geographical front, BM GreenTech is currently the leading biomass boiler manufacturer in South East Asia serving clients in Africa, Cambodia, Ecuador, Philippines, Indonesia, Papua New Guinea, Sri Lanka, Thailand and Vietnam. The Group currently has sales and marketing and manufacturing facilities both in Malaysia and Indonesia serving clients in the region.

Our Vision, underpinned by our core values of Integrity, Teamwork, Perseverance and Innovativeness, is to be the regional partner of choice to achieve an environmentally sustainable society.

# Management Discussion and Analysis

## Our principal activities

The Group is primarily engaged in providing integrated and sustainable solutions across three key sectors: Bio-Energy, Water Treatment, and Solar Energy. These offerings are designed to support clients in achieving their environmental goals while enhancing operational efficiency. As Environment, Social and Governance (“ESG”) priorities rise and government policies evolve, our specialised expertise ensures we remain a trusted partner in achieving meaningful and measurable sustainability outcomes.

As ESG considerations gain prominence and regulatory landscapes shift toward greener mandates, our capabilities empower clients to reduce their environmental footprint while enhancing operational efficiency. Through our team of technical experts and solution-driven approach, we turn sustainability goals into measurable impact.

Bio-Energy (“BE”)	Water Treatment (“WT”)	Solar Energy (“SE”)
<b>Design, manufacturing, installation and commissioning / Engineering, Procurement, Construction and Commissioning (“EPCC”)</b>		
<ul style="list-style-type: none"> <li>• Palm Oil Mill Boilers</li> <li>• Industrial Biomass Boilers</li> <li>• Industrial Oil &amp; Gas Boilers</li> <li>• Heat Recovery Steam Generators</li> <li>• Independent Power Plant (“IPP”)</li> </ul>	<ul style="list-style-type: none"> <li>• Industrial Effluent Treatment system</li> <li>• Palm Oil Mill Effluent (“POME”) Treatment</li> <li>• Biogas Capture and power generation system</li> <li>• Membrane system for process water, tertiary treatment and alternative water supply</li> </ul>	<ul style="list-style-type: none"> <li>• Solar Photovoltaic (“PV”) system for Commercial and Industrial</li> <li>• Solar Photovoltaic (“PV”) system for Residential</li> <li>• Solar Photovoltaic (“PV”) system for Independent Power Plant (“IPP”)</li> <li>• Battery energy storage system (“BESS”)</li> </ul>
<b>Technical Support, Trading and Services</b>		
<ul style="list-style-type: none"> <li>• Product upgrades</li> <li>• Major repairs and maintenance services</li> <li>• Parts and accessories</li> </ul>	<ul style="list-style-type: none"> <li>• Product upgrades</li> <li>• Water treatment chemical supplies</li> <li>• Repairs and maintenance</li> <li>• Parts and accessories</li> </ul>	<ul style="list-style-type: none"> <li>• Product upgrades</li> <li>• Repairs and maintenance</li> <li>• Parts and accessories</li> </ul>
<b>Design, Build, Own and Operate (“DBOO”)</b>		
<ul style="list-style-type: none"> <li>• Biomass for green steam and power plant</li> </ul>	<ul style="list-style-type: none"> <li>• Biogas for power generation and utilisation</li> <li>• Raw water treatment for clean water supply</li> </ul>	<ul style="list-style-type: none"> <li>• Solar leasing with Power Purchase Agreement</li> <li>• Large Scale Solar for power generation</li> </ul>

# Management Discussion and Analysis



**BoilerMech  
Energy**

## Bio-Energy segment

The Bio-Energy segment is the core activity of the Group and is principally involved in the design, manufacturing, installation and commissioning of Bio-Energy systems primarily in palm oil mills, power plants and other industries.

This segment also provides product upgrades, technical support, and repairs and maintenance of the said Bio-Energy systems.

The Bio-Energy segment's main product is the biomass boiler where it is a renewable energy system as it runs on agricultural waste; e.g. palm biomass, bagasse, rice husks and wood chips. This provides an integrated solution to clients to cater to their energy needs as well as efficient management of their production by-products. By leveraging renewable fuel sources, the Group's Bio-Energy solutions help clients lower energy costs while advancing environmental sustainability. Our systems are designed with emission control and carbon reduction in mind, enabling clients to comply with environmental standards and contribute to their broader ESG goals.

The Group's Bio-Energy segment operates mainly in Malaysia and Indonesia with our corporate office based in Taman Perindustrian Subang, Selangor with the main sales and marketing, research and design and manufacturing functions operating from there.

The Bio-Energy segment's Indonesian subsidiary companies operate a manufacturing plant in Surabaya and operations in Jakarta and Medan. Our presence in Indonesia enhances service efficiency and responsiveness to local client needs. The manufacturing facility in Surabaya also strengthens our production capacity, enabling us to meet the growing demand in the Indonesian market.



**BM  
TEK**

## Water Treatment segment

The Group's Water Treatment segment provides engineering, procurement, construction and commissioning of industrial wastewater treatment solutions which serves palm oil and other general industries such as food, wood, paper and pulp.

The Water Treatment segment is spearheaded by BM TEK Sdn. Bhd. ("TEK"), our subsidiary which is one of the leading providers of raw water, industrial wastewater and palm oil mill effluent ("POME") treatment solutions. Water Treatment segment also offers Biogas capture, Membrane system for wastewater and chemical-free potable water treatment, product upgrades, maintenance and servicing of the system and also the supply of chemicals and parts for water treatment. TEK currently operates from 6 locations in Malaysia i.e. Kuching, Bintulu, Miri, Sandakan, Johor Bahru and Klang Valley.

During the financial year, the Group expanded our geographical footprint by incorporating a new subsidiary, PT BM TEK Indonesia, to establish a presence and capture opportunities in the Indonesian market.

# Management Discussion and Analysis



## Solar Energy segment

The Group's Solar Energy segment primarily focus on the engineering, procurement, construction and commissioning of Solar Photovoltaic systems to commercial, industrial and residential clients.

The system allows the clients to achieve energy cost savings through lower electricity bills while also reducing their carbon footprint, creating value both financially and environmentally.

Tera VA Sdn. Bhd. ("Tera") continues to serve the Commercial and Industrial ("C&I") sector while rapidly gaining traction as a key player in the residential solar market. To reflect its growing presence—particularly among direct-to-customer households—a rebranding exercise was undertaken to strengthen Tera's identity and market positioning in line with its expanding role in the clean energy landscape. Tera has offices in Selangor and Kota Kinabalu.

With the recent integration of Plus Xnergy Holding Sdn. Bhd. ("PXH") into the Group, the Solar Energy segment now benefits from expanded capabilities, especially in the Utility scale and Battery Energy Storage Solution ("BESS"). PXH operates from four locations within Malaysia with offices in Kuala Lumpur, Penang, Perak and Johor.

Together, Tera and PXH form a comprehensive and synergistic solar platform, positioning the Group as a leading provider of integrated solar solutions in the region and is well aligned with Malaysia's goals to achieve net zero emissions by 2050.

## Analysis of Financial results

The Group delivered another record-high revenue of RM561.6 million, representing a 27.5% increase from RM440.3 million attained during the previous financial year. This performance was underpinned by the continued strength of the Group's Water Treatment business and the significant expansion of our Solar Segment following the acquisition of Plus Xnergy Holding Sdn. Bhd.

Our financial results reflect a Profit Before Tax of RM73.6 million, resulting a robust growth of 53.7% from last year. This exceptional performance was in tandem with the increase in revenue, improved efficiency as well as stabilised raw material costs.

The net tangible assets have been positive and had increased from RM255.7 million to RM493.1 million. This was primarily attributed by the placement of liquid investments, supported by the proceeds received from private placement. Meanwhile, the borrowings had increased by RM9.9 million due to the consolidation of borrowings from PXH Group.

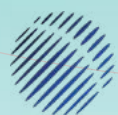
	FY 2025 RM Million	FY 2024 RM Million	Variance RM Million	Variance %
Revenue	561.6	440.3	121.3	27.5%
Profit before taxation	73.6	47.9	25.7	53.7%

The Group's past 5 years performance and financial position are shown in page 31 the annual report.

# Management Discussion and Analysis

## Segmental Reporting

Revenue	FY2025		FY2024		Variance	
	RM Million	Contribution (%)	RM Million	Contribution (%)	RM Million	(%)
Bio-Energy Segment	301.5	53.7%	325.3	73.9%	(23.8)	(7.3%)
Water Treatment Segment	61.0	10.9%	50.4	11.4%	10.6	21.0%
Solar Energy Segment	199.1	35.4%	64.6	14.7%	134.5	>100.0%
	561.6	100.0%	440.3	100.0%	121.3	27.5%
<b>Profit Before Tax</b>						
Bio-Energy Segment	50.3	68.3%	33.4	69.7%	16.9	50.6%
Water Treatment Segment	7.4	10.1%	6.1	12.7%	1.3	21.3%
Solar Energy Segment	15.9	21.6%	8.4	17.6%	7.5	89.3%
	73.6	100.0%	47.9	100.0%	25.7	53.7%
<b>Profit Margin</b>						
Bio-Energy Segment	16.7%		10.3%			
Water Treatment Segment	12.1%		12.1%			
Solar Energy Segment	8.0%		13.0%			



**BoilerMech  
Energy**



**BM  
TEK**

### Bio-Energy segment

The Bio-Energy segment recorded a slight revenue decrease of 7.3% year-on-year at RM301.5 million primarily due to lower project deliveries compared to previous financial year.

Despite a slight decline in revenue, the segment recorded a significant improvement in profitability, with Profit Before Tax increasing by 50.6% to RM50.3 million. This strong performance was driven by operational improvements, enhanced cost efficiency, and the execution of higher-margin projects secured during the year. In addition, there were also some exceptional items on recovery of doubtful debt and reversal of provision of contract asset of approximately RM2.6million. This segment continues to serve as the Group's core profit contributor.

Bio-Energy segment remained as the Group's largest revenue contributor, representing a 53.7% contribution of the Group revenue in FYE 2025 and 68.3% to the Group's Profit Before Tax.

### Water Treatment

The Water Treatment segment accomplished a record revenue at RM61.0 million, a 21.0% increase from previous financial year. The growth was mainly driven by the project business unit which recorded a 35.6% increase while the trading business unit had remained largely consistent. The water treatment segment recorded a strong performance, with sales increasing by approximately 39.8%, while membrane water treatment solutions more than doubled year-on-year. This growth reflects rising ESG awareness among companies and a greater emphasis on sustainable water management solutions.

In line with the revenue growth, the Profit Before Tax rose by 21.3%, mainly attributable to the higher volume of project executions.

The segment contributed 10.9% of the revenue for the year and 10.1% to the Group's Profit Before Tax.

# Management Discussion and Analysis



## Solar Energy

Solar segment recorded a significant surge in revenue to RM199.1 million among all the segments, marking a more than threefold increase from RM64.6 million attained in the previous financial year. The remarkable performance was driven by the consolidation of the newly acquired PXH coupled with the strong growth in Tera's Commercial and Industrial and Residential segment.

While revenue experienced a sharp increase, the corresponding Profit Before Tax rose by 89.3% to RM15.9 million for the year, reflecting a more moderate growth due to lower margin from PXH coupled with the amortisation of intangible assets arising from the purchase price allocation ("PPA") exercise related to the acquisition of PXH.

The Solar Energy's segment contributed 35.4% of the revenue for the year and 21.6% to the Group's Profit Before Tax, further cementing our position as a key growth engine.

## Geographical presence

The Group's business primarily derives from Malaysia and Indonesia although the Group has customer base mainly from palm oil producing countries of different continents of the world such as Africa, Ecuador, Philippines, Indonesia, Papua New Guinea and Thailand.

### Total Revenue

FY2025

**RM561.6 Million**

FY2024

**RM440.3 Million**

### Malaysia

FY2025

**Contribution  
RM354.3 Million**

- 63.1%

FY2024

**Contribution  
RM219.3 Million**

- 49.8%

### Indonesia

FY2025

**Contribution  
RM162.2 Million**

- 28.9%

FY2024

**Contribution  
RM204.4 Million**

- 46.4%

### Other countries

FY2025

**Contribution  
RM45.1 Million**

- 8.0%

FY2024

**Contribution  
RM16.6 Million**

- 3.8%

With the consolidation of revenue from the newly acquired PXH Group, whose operations are based in Malaysia, Malaysia's revenue contribution has increased to 63%. Total revenue from Indonesia and other countries is slightly lower by 6% for the year. The Group remains committed to regional growth in Indonesia across our business segments.

# Management Discussion and Analysis

## Significant risk to the Group

The Group manages its enterprise and operational risks under the guidance of the Group's Enterprise Risk Management ("ERM") Framework. The ERM framework identifies, manages, monitors and mitigates the risks in the businesses and further ensures that the risk appetite and tolerance is appropriate for the Group's business model and strategies. The Group recognises that management and constant monitoring of those identified risks are essential to the successful business operations and execution of the Group's strategies.

Through its ERM framework, the Group continues to identify the following risks which it deemed as important key business risks:

### Raw Material Price and Foreign Exchange Risk

The Group's financial performance is sensitive to fluctuations in raw material prices and foreign exchange rates, both of which can significantly affect project costs and margins. Key raw materials such as steel, solar panels, and other industrial components used in the manufacturing of boilers, water treatment infrastructure and installation of solar systems are subject to global commodity price volatility. Due to the specialised steel used for pressure vessels, the Group may still have residual exposure in specialised steel price fluctuations for long-term projects. Market disruptions, supply chain constraints, geopolitical events, and inflationary pressures may cause sudden price increases or shortages, impacting production costs and delivery timelines. To manage these risks, the Group adopts strategic sourcing practices, enters into forward contracts where appropriate, and closely monitors market conditions to mitigate potential adverse impacts.

### Commercial and Project Risk

The Group faces a range of commercial and project risks associated with tender competitiveness, contract terms, cost estimation accuracy, and project delivery. These risks encompass exposure to fixed-price contracts, evolving client requirements, and unforeseen execution challenges that may adversely affect project timelines, reduce profitability, or lead to additional liabilities. Factors contributing to these risks include unexpected site conditions, supply chain disruptions, labour shortages, and potential misalignment among project stakeholders.

To mitigate these risks, the Group emphasises on robust contract management framework and undertakes comprehensive risk assessments and controls throughout the project life cycle from tendering to collections. The Group maintains oversight through regular progress reviews and monitoring mechanisms, enabling early identification of issues and timely intervention. Management continues to improve on risk management best practices to ensure that projects are delivered within agreed schedules, budgets, and quality standards.

# Management Discussion and Analysis

## Health and Safety Risk

The nature of the Group's operations—ranging from manufacturing to on-site project execution in bio-energy, solar, and water treatment facilities—exposes employees, contractors, and stakeholders to various health and safety risks. These include risks related to equipment handling, high-temperature processes, electrical systems, working at height, confined spaces, and exposure to hazardous materials. The Group mitigates this risk through monitoring and compliance enforcements of health and safety regulations, conducts regular safety audits and mandates employee awareness training. Safety management systems is being implemented across operational sites, designed to systematically manage and reduce risks. Beyond compliance, fostering a strong safety culture is a key priority, supported by visible leadership commitment, active employee participation, and ongoing safety awareness campaigns. These combined efforts underpin the Group's dedication to achieving a zero-harm workplace, protecting its workforce and stakeholders, and ensuring operational reliability.

## Country Risk – Operations in Indonesia

The Group's expansion into Indonesia includes our exposure to country-specific risks, including regulatory uncertainty, changes in government policies, foreign exchange fluctuations, and varying business practices. As a vast and geographically fragmented archipelago, market access and logistics require careful planning. Transportation and distribution complexities—particularly to remote or less-developed regions—may impact the efficiency of service delivery and project execution. Frequent changes in local regulations, licensing requirements, and variations in enforcement practices across regional jurisdictions may also present operational challenges. To mitigate these exposures, the Group closely monitors the local regulatory environment, engages with trusted local partners, and implements compliance and governance frameworks aligned with both local and Group-wide standards.

The Group values strong community relations and actively engages with local stakeholders through strong communication and support for community initiatives. By adopting a culturally aware and socially responsible approach, alongside strong operational oversight and risk management practices, the Group seeks to navigate these country-specific risks effectively while contributing meaningfully to Indonesia's sustainable development.

# Management Discussion and Analysis

## Dividend

The Board of Directors is pleased to recommend a single tier dividend of 2.75 sen per ordinary share amounting approximately to RM18,914,400 for the financial year ended 31 March 2025, subject to the approval of shareholders at the forthcoming Annual General Meeting.

The Company's dividend trend is as per below:-

	FY2021	FY2022	FY2023	FY2024	FY2025
Net Dividend per share (sen)	1.75	1.75	1.75	2.25	<b>2.75</b>
Net Dividend (RM Million)	9.03	9.03	9.03	11.61	<b>18.91</b>

The Group's annual dividend payment may vary and is subject to, amongst others, the Group's level of cash, indebtedness, retained earnings, business operations, financial performance, prospects, capital commitments and other matters that the Board may deem relevant from time to time.

## Prospects

The Group is strategically positioned to benefit from the increasing momentum towards sustainability and clean energy adoption in Malaysia and the broader region.

With strong footholds in bio-energy, water treatment, and solar energy sectors, the Group anticipates sustained growth driven by heightened environmental awareness, supportive government policies in Net Energy Transition Roadmap ("NETR"), and growing ESG commitments across industries and corporates.

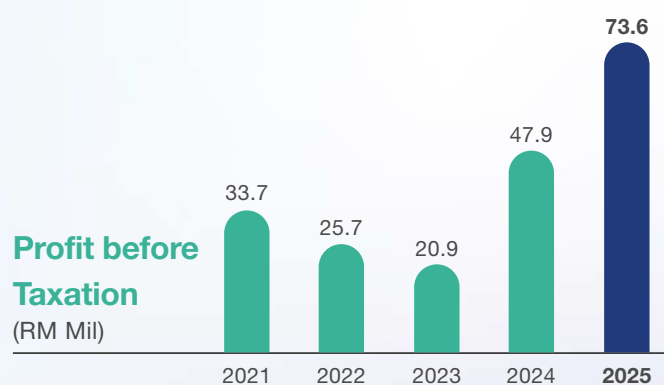
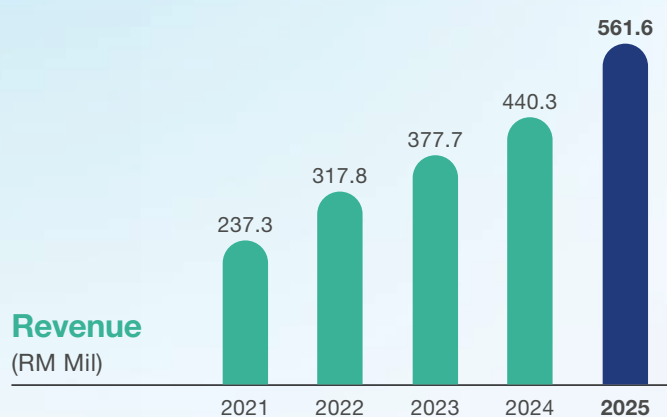
The Bio-Energy segment continues to benefit from the regional robust palm oil industry and the rising adoption of renewable energy sources, providing a steady demand for biomass boilers and related solutions. Meanwhile, the Water Treatment business is poised to expand in response to increasing regulatory requirements and corporate focus on sustainable water management and alternative water sources, particularly in industrial and municipal sectors.

The Solar Energy segment is expected to experience significant growth as Malaysia accelerates its energy transition, supported by government incentives and rising adoption of solar technology in utility scale, commercial, industrial, and residential markets. The Group's integrated solar solutions coupled with Battery Energy Storage System ("BESS"), position it well to meet evolving market needs.

In alignment with Malaysia's Net Energy Transition Roadmap ("NETR") aiming for net zero emissions by 2050, the Group is dedicated to driving the advancement of clean energy technologies and sustainable practices. By leveraging its engineering expertise, technological innovation, and strong local presence, the Group is well-positioned to deliver impactful solutions that contribute to Malaysia's sustainable development goals, while actively exploring regional expansion opportunities in the years ahead. With the strong financial balance sheet and design, build, operate and own ("DBOO") capability building, the Group is well positioned to create a new business model with value chain integration and long term value creation.

# Financial Highlights

	2021 RM Mil	2022 RM Mil	2023 RM Mil	2024 RM Mil	2025 RM Mil
Revenue	237.3	317.8	377.7	440.3	561.6
Profit before Taxation	33.7	25.7	20.9	47.9	73.6
Profit after Taxation after Minority Interest	22.5	17.0	14.1	33.6	52.4
Total Assets	361.3	352.1	391.4	419.6	817.2
Net Tangible Assets	223.6	231.6	231.0	255.7	493.1



# Sustainability Statement

## About This Statement

This Sustainability Statement summarises BM GreenTech's sustainability efforts, initiatives, and performance for the financial year ended 31 March 2025. We are committed to continuous improvement in our sustainability journey, recognising that long-term business continuity and resilience depend on our ability to embed sustainable practices into our operations.

At BM GreenTech, sustainability is not a stand-alone initiative, but an integral part of our business strategy. Over the past year, we have advanced our incorporation of material Economic, Environmental, Social, and Governance ("EESG") considerations into decision-making processes. This progress allows us to align more closely with stakeholder expectations and contribute meaningfully to a more sustainable and responsible future.

This statement is also meant to communicate our sustainability strategy, key priorities, and targets, as well as our performance against those targets, to both internal and external stakeholders.

## Reporting Framework

This Sustainability Statement has been prepared in accordance with Paragraph 29, Part A of Appendix 9C and Practice Note 9 of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa"). In preparing these disclosures, we were guided by the Bursa's enhanced Sustainability Reporting Framework, including the Sustainability Reporting Guide and Toolkits, to ensure compliance with current reporting requirements. The preparation of this statement is also guided by globally recognised standards such as the Greenhouse Gas ("GHG") Protocol, and incorporates relevant environmental, social, and governance ("ESG") indicators commonly used in third-party ESG ratings and assessments, including those adopted by FTSE Russell. We continuously review our approach to remain aligned with evolving sustainability frameworks, regulatory developments, and stakeholder expectations.

BM GreenTech recognises the importance of the United Nations Sustainable Development Goals ("SDGs"), adopted in 2015, and Malaysia's national commitment to these goals. These 17 global goals establish a framework for global partnership aimed at fostering peace, prosperity, and sustainability for people and the planet, now and in the future. Throughout this Statement, we highlight the Group's contributions to these goals, ensuring our efforts reflect the sustainability matters most material to our stakeholders.

## SUSTAINABLE DEVELOPMENT GOALS



## Feedback

For feedback or inquiries about our sustainability statement, please reach out to us at [sustainability@boilermech.com](mailto:sustainability@boilermech.com).

## Assurance and Statement of Assurance

In strengthening the credibility of the Sustainability Statement, selected aspects disclosed in this Statement have been subjected to an internal review by the Company's internal auditors. Our Group Internal Audit provided independent limited assurance for all Bursa-prescribed common sustainability indicators.

For more detailed information on the subject matter and scope of this assurance, please refer to the Statement of Assurance on page 68.

## Scope

This Sustainability Statement covers the key sustainability matters and activities of the Group for the reporting period from 1 April 2024 to 31 March 2025. It includes all existing operating entities that had been part of the Group throughout the entire reporting period. The scope is reviewed annually, taking into account the relevance and significance of each business segment's contributions and impacts across EESG aspects.

Several subsidiary companies were acquired under a new group entity at the end of October 2024. As these entities joined the Group towards the latter part of the reporting year, they are not included in the scope of this year's sustainability data reporting. Time is required to align their systems, operations, and data collection processes with the Group's sustainability reporting framework. Full integration of these subsidiaries into the Group's sustainability disclosures will take place in the subsequent reporting.

## Governance Structure

At BM GreenTech, we recognise that effective sustainability governance is key to managing both risks and opportunities that impact long-term business resilience. To embed sustainability within our corporate culture and operations, we have established a structured governance framework with clearly defined roles and responsibilities across all levels of the organisation.

Sustainability practices and performance are overseen by the Board of Directors, supported by the Executive Committee (EXCO), the Sustainability Steering Committee (SSC), and the Sustainability Working Group (SWG). This structure ensures the effective integration of sustainability considerations, including climate-related and ESG matters, into strategic decision-making, risk management, and operational execution.



# Sustainability Statement

1

## Board of Directors

The Board of Directors assumes responsibility for overseeing the Group's sustainability direction and performance, including climate-related risks and opportunities, occupational safety and health, anti-corruption practices, and overall risk management. It ensures that the Group's business strategies incorporate sustainability considerations, establishes relevant policies, prioritises sustainability goals, and sets measurable performance targets.

The Board oversees the identification and management of material sustainability matters, including the associated risks and opportunities, ensuring they are embedded within the Group's strategic plans while ensuring a balanced and forward-looking approach towards sustainable value creation.

The Board also ensure that the Group's sustainability strategies, priorities, and targets, as well as performance against these targets, are communicated to the Group's stakeholders as relevant.

2

## Executive Committee (EXCO)

The EXCO, comprising Executive Directors and selected Senior Management, is responsible for executing the sustainability strategies and directives approved by the Board. The EXCO monitors the progress of sustainability initiatives and provides timely reporting to the Board on climate-related performance, emerging risks, and other material sustainability matters. It also ensures the Group's compliance with applicable laws, regulations, and internal policies across all business units.

3

## Sustainability Steering Committee (SSC)

Chaired by the Group Managing Director, the SSC provides strategic guidance and oversight on the implementation and performance of sustainability initiatives across the Group.

The SSC comprises selected Directors and Senior Management, is responsible for managing and integrating sustainability considerations at the operational level.

4

## Sustainability Working Group (SWG)

The SWG is responsible for carrying out day-to-day sustainability and climate-related activities across the Group. It ensures consistent execution, data validation, and reporting of ESG matters while supporting continuous performance improvement. The SWG meets quarterly with the SSC to track progress, address challenges, and align initiatives with the Group's sustainability goals and direction.

The SWG comprises two key components:

- **Group Sustainability Department**

Provides coordination and technical support, including materiality assessments, ESG KPI tracking, sustainability disclosures, and collaboration with business units and key functions such as Finance, Risk, and Human Resources.

- **Heads of Business Unit and Representatives**

The Heads of Business Unit and a designated sustainability representative are responsible for overseeing the subsidiary level's sustainability efforts, coordinating initiatives, managing ESG data collection, and reporting progress. They also identify, assess and manage sustainability risks and opportunities while engaging with relevant stakeholders.

## Stakeholder Engagement

Stakeholder engagement is an important component of our sustainability approach as it allows us to identify and address key sustainability matters. By actively engaging with our stakeholders, we gain a better understanding of how our business activities impact them and what their expectations are in relation to EESG matters. These insights play a vital role in guiding our business strategy and shaping our disclosures.

Recognising the unique needs and concerns of different stakeholder groups, we adopt a variety of communication channels tailored to ensure effective and meaningful engagement. The table below outlines our key stakeholder groups, how we engage with them, and the main topics of interest raised:

Stakeholder	Mode of engagement	Frequency of engagement	Area of interest or concern
<b>Customers</b>	<ul style="list-style-type: none"> <li>• Face-to-face interactions</li> <li>• Customer feedback</li> <li>• Meetings/Site visit</li> <li>• Official website</li> <li>• Marketing event</li> </ul>	<ul style="list-style-type: none"> <li>• As needed</li> </ul>	<ul style="list-style-type: none"> <li>• Product and service quality</li> <li>• Timeliness of delivery</li> <li>• Product pricing</li> <li>• Technology and innovation</li> <li>• Regulatory compliance</li> <li>• Safety and health at the workplace</li> <li>• Environmental protection</li> </ul>
<b>Investors and shareholders</b>	<ul style="list-style-type: none"> <li>• Annual General Meeting</li> <li>• Annual Reports</li> <li>• Announcements on Bursa</li> <li>• Press releases</li> <li>• Financial statements</li> <li>• Meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly</li> <li>• Annually</li> <li>• As needed</li> </ul>	<ul style="list-style-type: none"> <li>• Financial performance</li> <li>• Good management and corporate governance</li> <li>• Ethical business practices</li> <li>• Sustainability of value creation and business growth</li> </ul>
<b>Suppliers / Contractors</b>	<ul style="list-style-type: none"> <li>• Supplier and Contractor appraisal and evaluation reviews</li> <li>• Site visit/ interviews</li> <li>• Face-to-face interactions</li> </ul>	<ul style="list-style-type: none"> <li>• Annually</li> <li>• As needed</li> </ul>	<ul style="list-style-type: none"> <li>• Product and service quality</li> <li>• Timeliness in delivery</li> <li>• Price competitiveness</li> <li>• Awareness and compliance with our Policies and Code of Business Ethics</li> <li>• Regulatory compliance</li> <li>• Safety and health at the workplace</li> </ul>
<b>Employees and workers</b>	<ul style="list-style-type: none"> <li>• Meetings and discussions</li> <li>• Induction training</li> <li>• Learning and development programs</li> <li>• Employee performance evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly</li> <li>• Half-yearly</li> <li>• Annually</li> <li>• As needed</li> </ul>	<ul style="list-style-type: none"> <li>• Safety and health at the workplace</li> <li>• Ethical business practices</li> <li>• Employee development, talent attraction and retention</li> <li>• Welfare</li> <li>• Respect for human right</li> <li>• Business continuity and growth</li> </ul>
<b>Government agencies, authorities and regulators</b>	<ul style="list-style-type: none"> <li>• Meetings and discussions with officers from the agencies, authorities and regulators</li> <li>• Press releases</li> <li>• Changes or introduction of new regulations</li> </ul>	<ul style="list-style-type: none"> <li>• As needed</li> </ul>	<ul style="list-style-type: none"> <li>• Regulatory compliance</li> <li>• Environmental protection and regulations</li> <li>• Corporate governance practise</li> <li>• Bursa Sustainability reporting requirement</li> </ul>

# Sustainability Statement

## Materiality Assessment

The Group conduct reviews of the operating environment during the financial year to ensure that our Material Sustainability Matters remain relevant and material. These reviews include assessing the performance of existing Material Sustainability Matters and their action plans, as well as identifying any new sustainability matters that may arise. Our materiality assessment process, aligned with Bursa's Sustainability Reporting Guides and its accompanying Toolkits, incorporates the perspectives and concerns of our stakeholders, such as customers, investors, shareholders, suppliers, contractors, employees, workers, and regulators.

During the assessment, we evaluate the impact and importance of sustainability matters based on their alignment with our business objectives and their influence on stakeholder assessments and decisions. This enables us to identify and prioritise sustainability matters that have a substantial EESG impact and significantly affect our stakeholders. This approach allows us to continuously update our Material Sustainability Matters list and ensures that our sustainability efforts remain focused on the areas that matter most to our business and stakeholders.

Sustainability matters are prioritised based on the following criteria:

- if the sustainability matters reflect the Group's significant EESG impact; and/or
- if the sustainability matters substantively influence the assessments and decisions of stakeholders; and
- fall under the common material sustainability matters as set out in the Bursa enhanced Sustainability Reporting Framework.

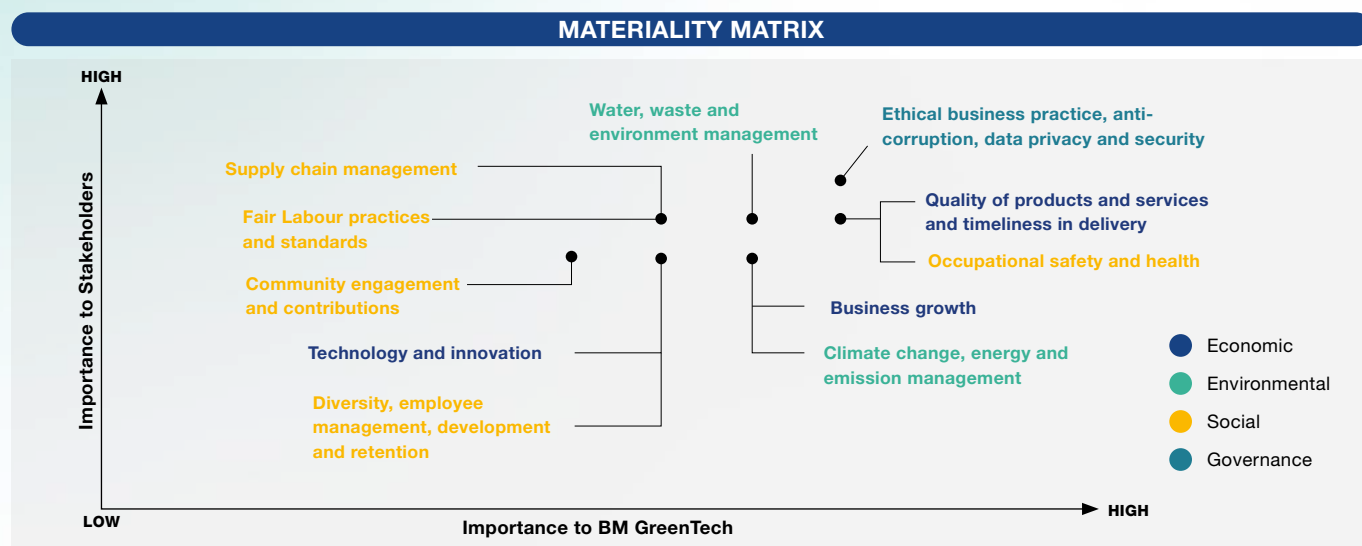
By applying these criteria, we ensure that our sustainability efforts align with the most significant areas of impact and concern for both our business and stakeholders. This enables us to address the key issues that contribute to our overall sustainability performance.

## Material Sustainability Matters

In FY2025, we reviewed our material sustainability matters taking into consideration the outcomes of our stakeholder engagement and alignment with the Common Sustainability Matters prescribed by Bursa Malaysia. This process ensures that our priorities remain relevant to stakeholder expectations and strategically focused on the most significant EESG impacts arising from our business activities.

Following this review, our material sustainability matters remained consistent with those identified in the previous year, reflecting the stability of our sustainability priorities amid evolving industry trends and stakeholder needs. These matters continue to guide our sustainability strategy, disclosures, and performance monitoring across the Group.

The relative importance and impact of each material matter are illustrated in the materiality matrix below.



# Sustainability Statement

The table below presents an overview of the material sustainability matters and their importance to our Group:

Pillar	Material Sustainability Matter	Importance to the Group
<b>Economic</b> 	<ul style="list-style-type: none"> <li>Business growth</li> <li>Quality of products and services and timeliness in delivery</li> <li>Technology and innovation</li> </ul>	<ul style="list-style-type: none"> <li>Driving business growth, ensuring high-quality products and services delivered on time, fostering continuous technological innovation, and providing innovative products that achieve customer satisfaction and create value serve as our competitive advantage for sustainable growth and profitability.</li> </ul>
<b>Environmental</b> 	<ul style="list-style-type: none"> <li>Climate change, energy and emission management</li> <li>Water, waste and environment management</li> </ul>	<ul style="list-style-type: none"> <li>We continue to monitor and control the carbon footprint of our operations despite our operating activities emitting minimal Greenhouse Gas.</li> <li>Our products incorporate advanced technologies for energy efficiency and emissions reduction, contributing to a cleaner environment.</li> <li>Efficient management of water and waste is integral to reducing resource consumption and minimising environmental impact.</li> <li>Our products integrate sustainable practices in water, waste and environment management, promoting environmental stewardship and enhancing resource efficiency.</li> </ul>
<b>Social</b> 	<ul style="list-style-type: none"> <li>Diversity, employee management, development and retention</li> <li>Fair labour practices and standards</li> <li>Occupational safety and health</li> <li>Supply chain management</li> <li>Community engagement and contributions</li> </ul>	<ul style="list-style-type: none"> <li>A diverse and competent workforce, along with an inclusive work environment, plays a critical role in company's success.</li> <li>Fair labour practices promote a positive work environment, fostering employee satisfaction and productivity.</li> <li>Occupational safety and health safeguards the well-being of our employees, reduces workplace accidents and incidents, and enhances overall productivity and morale.</li> <li>Effective supply chain management supports local economies and community well-being. It ensures reliable, ethical, and environmentally responsible sourcing practices across our operations, while also indirectly attracting additional investment and enhancing local infrastructure.</li> <li>Our commitment to corporate social responsibility is underscored by our engagement in community initiatives, promoting the well-being of our communities and fostering environmental stewardship.</li> </ul>
<b>Governance</b> 	<ul style="list-style-type: none"> <li>Ethical business practice, anti-corruption, data privacy and security</li> </ul>	<ul style="list-style-type: none"> <li>Good governance, including strong ethics, compliance, and anti-bribery measures ensures transparency, accountability, and ethical decision-making, while safeguarding our reputation and fostering sustainable growth.</li> </ul>

# Sustainability Statement



## Economic

The Group believes that sound and responsible business practices are fundamental to achieving long-term sustainable growth and profitability. Building on this foundation, we are committed not only to delivering sustainable returns for shareholders but also to creating meaningful value for all stakeholders, including customers, suppliers, employees, and the industry.

### Business growth

Business growth remains a cornerstone of our economic sustainability, underpinning our commitment to delivering long-term value to all stakeholders. Sustainable growth enables us to invest in innovation, empower our workforce, and contribute meaningfully to the communities we serve.

Our Group's growth strategy focuses on both organic expansion and strategic acquisitions, enabling us to develop a robust and diversified portfolio of revenue-generating assets. We continued to place a strong emphasis on the renewable energy sector, which is gaining global momentum amid rising environmental awareness. At the core of our strategy is the commitment to conduct our business responsibly, with EESG considerations embedded into every investment decision.

A key milestone during the year was the completion of our acquisition of Plus Xnergy Holding Sdn. Bhd. and its group of companies ("PXH Group") in October 2024. PXH Group, a provider of clean energy solutions with a strong focus on solar energy and battery energy storage system (BESS).

Our journey from a Bio-Energy boiler manufacturer to a multi-sector sustainability-focused group highlights our progressive commitment to environmental stewardship. Since venturing into Water Treatment in 2016 and Solar Energy in 2020, we have continuously evolved our business in line with global sustainability trends. The inclusion of PXH Group marks another important step forward, broadening our expertise, accelerating our clean energy agenda, and strengthening our position in the energy transition landscape.

By leveraging our experience and expanding capabilities, we actively pursue investment opportunities that align with our long-term sustainability goals. Our approach integrates EESG considerations to ensure that our investments drive not only financial performance but also contribute positively to the environment and society.

In FY2025, the Group recorded robust financial performance, achieving a 28%<sup>(1)</sup> increase in revenue and a 54%<sup>(1)</sup> growth in profit compared to the previous financial year. This performance reflects the strength of our strategic focus on scaling our renewable energy portfolio, particularly within the solar segment and our alignment with the global shift toward a sustainability-driven economy. Higher revenue contributions from both our established solar energy operations and the newly acquired solar business played a key role in supporting overall Group growth.

<sup>(1)</sup> The revenue and profit growth figures refer to consolidated Group performance for FY2025, which includes the contribution from PXH Group following its acquisition in October 2024.

## Quality of products and services and timeliness in delivery

Ensuring the quality of products and services, combined with timely delivery, is crucial for our Group's long-term business success. Customer satisfaction, attraction, retention, and referrals are vital for our sustainability. Therefore, we are committed to maintaining the highest standards in all aspects of our operations, ensuring that our products and services meet and exceed customer expectations.

- **Commitment to Quality**

Our commitment to quality begins with rigorous standards and processes that are embedded in our operations. We adhere to internationally recognised quality management systems and continuously improve our practices to ensure the reliability and excellence of our products and services. Three of our subsidiaries in the Bio-Energy, Water Treatment, and Solar Energy segments have obtained ISO9001:2015 accreditation.

In the Bio-Energy segment, our quality assurance protocols start with material sourcing and involve comprehensive testing, inspections, and audits at every stage of the production and delivery process. Our Bio-Energy segment also holds specific certifications related to our operations from The American Society of Mechanical Engineers (ASME). These certifications validate that the design, fabrication, inspection, and testing of our pressure vessels adhere to ASME's global guidelines and requirements, signifying our commitment to public safety and the quality of our boilers and pressure vessels.

All three of our business segments involve Engineering, Procurement, Construction, and Commissioning (EPCC). As an EPCC company, we oversee the entire lifecycle of projects, from initial design and procurement to construction and commissioning. We ensure that every project adheres to strict quality controls, industry best practices, and compliance with regulatory requirements. Our commitment to quality is reflected through our rigorous project management and operational standards, ensuring that our projects consistently meet industry standards and exceed client expectations.

- **Customer Feedback and Engagement**

Customer feedback is integral to how we measure success and improve performance. Being ISO-certified companies, we adopt robust quality management standards that include actively seeking input from our clients through customer satisfaction surveys. These surveys allow us to gain valuable insights into our customers' perspectives on the quality, timeliness, and overall satisfaction with our products and services.

The feedback gathered helps us identify areas for improvement and informs our continuous efforts to adapt and innovate, ensuring that we meet and exceed customer requirements. We analyse the survey results comprehensively to identify both areas of progress and opportunities for enhancement. This proactive approach enables us to refine our products and services and enhance the overall customer experience.

# Sustainability Statement

## Technology and innovation

One of the fundamental pillars underpinning our commitment to sustainable growth is technology and innovation. We firmly believe that embracing innovative technologies and solutions is essential for advancing and promoting renewable energy generation and efficient water management. By continuously exploring and investing in these areas, we aim to maintain a leading position within the industry, driving positive change, and catalysing the adoption of sustainable practices across the sector.

Our approach is strongly customer-centric. Through close collaboration with our clients, we work to understand their operational challenges, especially those related to energy efficiency, carbon emissions, and water conservation. This enables us to design and deliver practical, cost-effective solutions that help our customers achieve their sustainability goals. By listening to their needs, we can align our innovation efforts and leverage our expertise and research capabilities to develop tailored technology solutions and products that effectively address their specific requirements.

Our commitment to technology and innovation is demonstrated through tangible successes in helping our clients achieve their sustainability goals and contributing to decarbonisation efforts in industries and the region. These include:

### Biomass Boiler System:

Our biomass boiler system enables clients to transition from fossil fuels to renewable biomass. This shift has led to significant reductions in greenhouse gas emissions and supports the broader goal of cleaner energy production.

In FY2025, we successfully registered our Biomass Water Tube Boiler under the MyHIJAU Mark, Malaysia's official green certification endorsed by the Government. The MyHIJAU Mark recognises products and services that meet stringent environmental and performance standards based on local and international standards.

The MyHIJAU certification reinforces the value and sustainability credentials of our technology, enabling our customers to make environmentally responsible choices while benefiting from green tax incentives, eligibility for green procurement, and strengthened ESG compliance and credibility.

### Solar PV System and Battery Energy Storage System (BESS):

Our solar PV systems continue to enable clients to harness clean energy by reducing dependence on conventional non-renewable sources. This shift not only contributes to lower carbon emissions but also brings long-term operational cost savings, especially for commercial and industrial users operating under Malaysia's Net Energy Metering (NEM) scheme.

Building on this foundation, we have expanded our offerings to include Battery Energy Storage System (BESS), which complement solar PV systems by storing excess solar energy for use during peak demand, non-solar hours, or power outages. While adoption of BESS in the market is still emerging, it holds strategic value for applications such as self-consumption (SelCo), particularly as energy users seek greater grid independence, energy resilience, and long-term sustainability.

Our subsidiary under the Solar Energy segment has been registered as a MyHIJAU-certified service provider. This government-endorsed recognition affirms our technical competence and environmental credibility in delivering solar solutions that comply with recognised environmental standards.

# Sustainability Statement

## Water Management System:

Our water management system effectively treats raw and wastewater, ensuring compliance with environmental standards and significantly reducing biochemical oxygen demand (BOD). It also supports water reclamation efforts, helping industries reduce freshwater usage through effective reuse.

Our advanced Waterpak membrane system complements these efforts by offering a compact, modular, and high-performance solution for producing clean water. Ideal for rural communities, agriculture, industrial facilities, and data centres, it enables decentralised treatment, supports water reuse, and enhances water resilience in areas with limited access to centralised infrastructure.

“

Our continued investment in clean technologies, ranging from solar PV and battery storage systems to advanced water treatment and biomass solutions, reflects our commitment to practical, scalable sustainability.

”

By combining technical expertise with strong customer partnerships, we deliver solutions that not only reduce environmental impact but also improve energy and water resilience for diverse industries. As we broaden our green credentials and prepare for future market needs, we remain focused on driving real-world outcomes that support both environmental and business sustainability.

For more detailed information on these initiatives and their environmental impacts, please refer to the Environmental section of this report.

# Sustainability Statement



## Environmental

Environmental sustainability is a core pillar of our Group's values and business strategy. We recognise the vital importance of protecting the planet and are committed to minimising our environmental footprint through responsible practices, innovative solutions, and continuous improvement. Through our sustainability initiatives, we are actively supporting Malaysia's pathway to carbon neutrality by 2050.

### Driving Environmental Sustainability : Impact from our Operations

As a Group primarily involved in the engineering, procurement, and construction of renewable and clean energy and water treatment projects, we recognise the importance of leading by example. While our operational energy and water consumption remain minimal, we continuously strive to optimise resource efficiency across our business activities.

To demonstrate our commitment, we monitor and manage our greenhouse gas (GHG) emissions. In FY2025, we expanded our reporting to include Scope 3 emissions, indirect emissions that occur outside our direct operations, across our value chain. Our current Scope 3 disclosures cover employee commuting and business travel, complementing our existing Scope 1 and Scope 2 reporting.

The table below summarises the environmental impact of our operations over the past three (3) years, covering Scope 1 and Scope 2 GHG emissions, along with renewable energy performance. Scope 3 emissions have been reported for the first time in FY2025 and are indicated accordingly.

	FY2023	FY2024	FY2025
Energy consumption (Megawatt-hour)	4,440	5,082	<b>5,479</b>
Energy intensity (Megawatt-hour per Million Revenue)	11.8	11.5	<b>11.4</b>
GHG Emissions (tCO <sub>2</sub> e) – Scope 1&2	1,356	1,555	<b>1,638</b>
GHG Emissions (tCO <sub>2</sub> e) – Scope 1,2 & 3*	1,356	1,555	<b>2,698*</b>
GHG intensity (tCO <sub>2</sub> e per Million Revenue) – Scope 1 & 2	3.6	3.5	<b>3.4</b>
GHG intensity (tCO <sub>2</sub> e per Million Revenue) – Scope 1,2 & 3*	3.6	3.5	<b>5.6*</b>
Electricity generated from solar energy (MWh)	436	472	<b>482</b>
Avoided GHG emissions from solar energy generation (tCO <sub>2</sub> e)	279	302	<b>308</b>
Water Consumption (Megalitre)	20.50	22.22	<b>22.68</b>

\* Scope 3 emissions reported for FY2025 only, covering Category 6 – Business Travel and Category 7 – Employee Commuting

# Sustainability Statement

The table below highlights our targets and performance for FY2025 as well as our FY2026 targets.

Material Matter	FY2025 Target	FY2025 performance and progress	FY2026 Target
<b>Climate change, energy and emission management</b>	Net Zero emission (Scope 1&2) by year 2026	1,638 tCO <sub>2</sub> e Ongoing assessment and consideration of decarbonisation strategies	Net Zero emission (Scope 1&2) by year 2026, with continued long-term commitment
<b>Water, waste and environment management</b>	Zero regulatory violations (fines, court case) in respect to the management of hazardous waste per year	No fines or penalties from the Department of Environment in relation to the management of hazardous waste	Zero regulatory violations (fines, court case) in respect to the management of hazardous waste per year

## Our Commitment to Environmental Solutions and Customer Success

Our environmental commitment goes beyond our internal operations. We support our customers in adopting more sustainable practices. Through our products and solutions, we help them improve energy, fuel, and water efficiency while reducing emissions, waste, and environmental impact. This year, we continue to showcase how our offerings contribute to their sustainability goals, delivering both environmental and economic value.

The table below presents the estimated environmental impact enabled by our installed solutions, quantified based on the capacity installed. These figures reflect the positive outcomes our technologies have delivered at customer sites.

	Cumulative *	FY2023	FY2024	FY2025
Reduction in Global Warming Potential (Million MT of CO <sub>2</sub> e)	20.3	2.9	4.3	<b>3.4</b>
- Reduction in Carbon Dioxide Emission (CO <sub>2</sub> ) (Million MT) from Biomass & Solar Energy generation	19.1	2.6	3.9	<b>3.2</b>
- Reduction in Methane (CH <sub>4</sub> ) Emission (converted to Million MT CO <sub>2</sub> e) from biogas plants	1.2	0.3	0.4	<b>0.2</b>
Reduction in Biomass Waste (Million MT)	22.3	3.0	4.6	<b>3.7</b>
Raw & Wastewater Treated (Million M <sup>3</sup> )	14.2	1.3	3.2	<b>3.1</b>
Reduction in Biochemical Oxygen Demand (BOD) in Wastewater (MT)	89,134	21,576	28,909	<b>15,051</b>

\* Cumulative capacity installed since FY2019

# Sustainability Statement

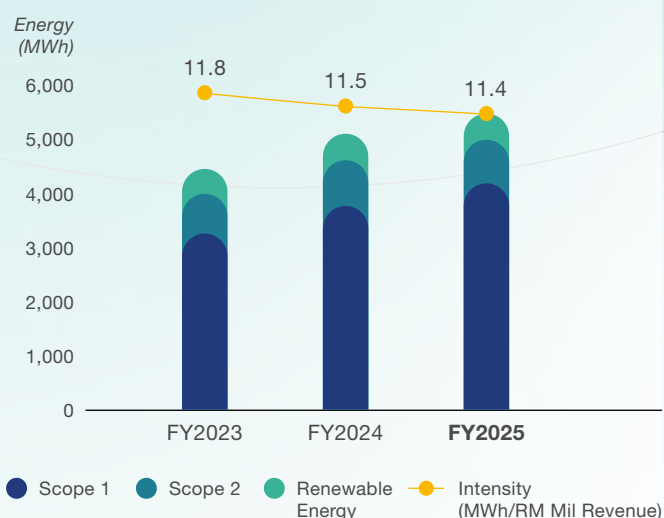
## Climate change, energy and emission management

### ► Impact from our operation

#### Energy consumption

In FY2025, the Group's total energy consumption was approximately 5,479 Megawatt-hour (MWh), representing an increase of 397 MWh from the previous year, reflecting higher operational activities. Despite the higher energy use, our energy intensity improved slightly to 11.4 MWh per million revenue, reflecting a 0.1 MWh per million revenue decrease compared to FY2024. This improvement is attributed to the Group's stronger revenue performance during the year.

**Energy Consumption (MWh) & Intensity (MWh/RM Mil Revenue)**  
(Scope 1, 2 & Renewable Energy)



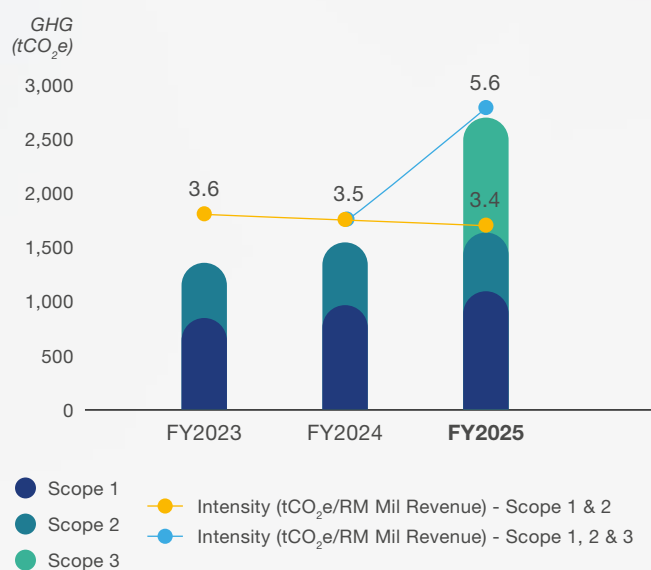
#### Greenhouse gas (GHG) emissions

In FY2025, the Group's total GHG emissions amounted to 2,698 metric tons of CO<sub>2</sub> equivalent (tCO<sub>2</sub>e), with an intensity of 5.6 tCO<sub>2</sub>e per RM million revenue.

Scope 1 and Scope 2 emissions accounted for 1,638 tCO<sub>2</sub>e, with an intensity of 3.4 tCO<sub>2</sub>e per RM million revenue. These emissions were primarily generated from fuel consumption in company vehicles and manufacturing operations (Scope 1) and purchased electricity from the national grid (Scope 2). The 11.7% increase in Scope 1 emissions was mainly due to higher fuel usage in line with increased site activities and transportation needs, driven by the Group's growing project volume and business operations.

Scope 3 emissions were reported for the first time in FY2025, covering indirect emissions from employee commuting and business travel. These activities contributed an estimated 1,060 tCO<sub>2</sub>e, with an intensity of 2.2 tCO<sub>2</sub>e per RM million revenue. Of this, employee commuting accounted for 535 tCO<sub>2</sub>e, while business travel contributed 525 tCO<sub>2</sub>e.

**GHG Emission (tCO<sub>2</sub>e) & Intensity (tCO<sub>2</sub>e/RM Mil Revenue)**  
(Scope 1, 2 & 3)



# Sustainability Statement

## Renewable Energy

In FY2025, our first solar PV system installed at our main manufacturing plant generated 482 MWh of clean electricity, resulting in an estimated reduction of 308 tCO<sub>2</sub>e. This accounted for 8.8% of the Group's total energy consumption and contributed to approximately 15.8% reduction in Scope 1 and 2 emissions.

Building on this progress, we obtained Net Energy Metering (NEM) approval in June 2025 for a second solar PV system at our Subang Jaya plant. Once operational, the new system is projected to generate approximately 355 MWh of renewable energy annually, translating into an estimated avoidance of 275 tCO<sub>2</sub>e per year.

Notably, this second installation will include a Battery Energy Storage System (BESS), positioning us as one of the early adopters advancing towards integrated solar-plus-storage solutions. This strategic move enhances our energy efficiency, supports grid stability, and reinforces our commitment to innovative decarbonisation.

To reduce our reliance on fossil fuels, we continue to explore and invest in renewable energy infrastructure where feasible across our operations.

## Net Zero Target (Scope 1 & 2)

We remain dedicated to our short-term goal of achieving Net Zero emissions (Scope 1 and 2) by the year 2026. While our overall direct emissions are relatively low, we continue to take proactive steps to reduce and offset what remains. Building on our earlier solar PV installation, the second system is expected to bring further emissions reductions once operational.

To complement our renewable energy efforts, we are exploring additional decarbonisation pathways, such as participating in credible voluntary carbon credit schemes. These options provide flexible mechanisms to address remaining emissions, particularly where direct reductions may not be technically feasible or economically practical at this stage.

As part of our emissions reduction strategy, we continue to explore and support renewable energy (RE) initiatives through our engineering and technology capabilities. In certain arrangements, the potential to retain green attributes may allow for direct carbon offsetting without the need for Renewable Energy Certificate (REC) registration. We are currently reviewing relevant frameworks, including the GHG Protocol, to determine the appropriate recognition of such benefits.

Looking ahead, while our current Net Zero commitment covers Scope 1 and 2 emissions by 2026, we intend to maintain this commitment as part of our long-term climate strategy. As regulatory expectations and stakeholder demands evolve, we will continue to assess our emissions profile and explore the potential to expand our decarbonisation goals over time, including evaluating Scope 3 emissions where relevant. Our focus remains on taking credible, measurable steps to reduce our environmental impact.

## Employee Participation in Environmental Stewardship

Employee engagement remains an important pillar of our sustainability efforts. We recognise the need to continuously build environmental awareness within our workforce and have initiated, and will continue to expand, training initiatives focused on environmental best practices.

In FY2025, our employees took part in a mangrove planting activity organised in collaboration with our holding company, forestry department representatives, and volunteers. Together, we contributed to the planting of 2,000 mangrove trees.

Mangroves play a vital role in climate resilience, helping to stabilise coastlines, prevent erosion, and act as powerful carbon sinks. Beyond its ecological benefits, the activity fostered a sense of shared purpose and deepened our employees' awareness of their contribution to environmental stewardship.



# Sustainability Statement

## Climate-related Financial Disclosures (IFRS / TCFD / NSRF Alignment)

In line with the recent amendments to Bursa Malaysia's Listing Requirements and the introduction of Malaysia's National Sustainability Reporting Framework (NSRF), climate-related disclosures are now expected to align with IFRS Sustainability Disclosure Standards issued by the International Sustainability Standards Board (ISSB).

IFRS (International Financial Reporting Standards) S2 Climate-related Disclosures builds upon the original recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). We support this direction and are committed to progressively enhancing our climate-related reporting in line with evolving regulatory expectations.

During the year, we embarked on preliminary steps to align with IFRS S2, focusing on the four key pillars:

1. Climate Governance – Strengthening oversight and accountability at Board and senior management levels.
2. Climate Risk Assessment – Identifying and assessing material physical and transition climate risks across short, medium, and long-term time horizons.
3. Strategy – Evaluating the potential impact of climate risks and opportunities on our business model and long-term planning.
4. Metrics & Targets – Beginning work on defining relevant indicators and emission reduction targets, aligned with our sustainability goals.

We have begun to assess climate-related risks across business segments and identified initial priority areas such as exposure to extreme weather, regulatory shifts, and evolving customer expectations. These efforts include initiating internal preparations for future scenario-based analysis.

As we work toward early adoption of IFRS S2 by FY2026, we will continue to build internal readiness, enhance data collection capabilities, and align with the NSRF's principles. Our aim is to provide stakeholders with clear, decision-useful information while supporting Malaysia's broader climate ambitions and the transition to a lowcarbon economy.

### ► Impact from our products and solutions







Since the commencement of our sustainability reporting in FY2019, we have consistently disclosed the yearly environmental impacts of products and solutions installed by the Group.

Our installations, though completed in various years since FY2019, continue to deliver ongoing environmental benefits such as reductions in CO<sub>2</sub> and methane emissions, water treatment volumes, and other key metrics beyond their commissioning year.

These sustained impacts reflect the long-term value and effectiveness of our technologies in supporting our clients achieve their environmental goals, while contributing meaningfully to wider sustainability objectives.

## Biomass Boilers

The Group's Bio-Energy Segment promotes the use of biomass boiler systems where feasible, particularly in regions with access to biomass fuel sources. Our biomass boilers generate steam and electricity for industrial operations, providing a renewable alternative to conventional fossil fuel-based systems. Compared to coal-fired boilers, our biomass solutions significantly reduce CO<sub>2</sub> emissions, as shown in the table below:

	Reduction in CO <sub>2</sub>		
	FY2023 <sup>(*)</sup>	FY2024 <sup>(*)</sup>	FY2025 <sup>(*)</sup>
Products and solutions installed in the current financial year	 2.6 Million MT/year	 3.9 Million MT/year	 3.2 Million MT/year
Products and solutions installed since FY2019	 12.0 Million MT	 15.9 Million MT	 19.1 Million MT

\* Assuming 6,000 hours of operation per year, based on the capacity of products and solutions installed

# Sustainability Statement

## Palm Oil Mill Effluent (POME) Treatment

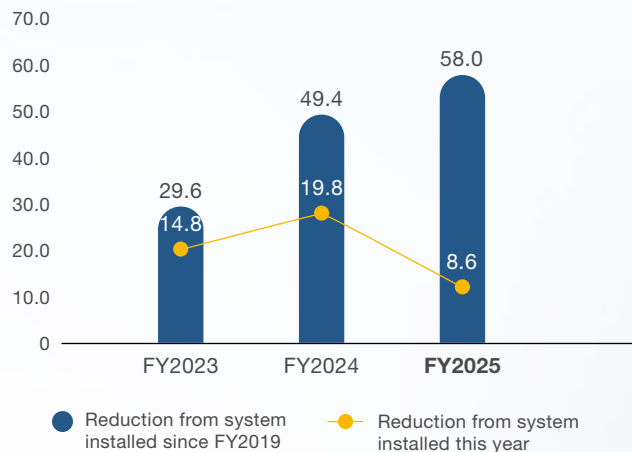
Our commitment also includes assisting palm oil mills in the effective treatment of POME, which is crucial for reducing methane emissions, a potent greenhouse gas with a higher global warming potential than CO<sub>2</sub>. By capturing and utilising biogas emitted from POME, we help our customers mitigate methane emissions that would otherwise contribute to atmospheric pollution.

The biogas captured through our systems supports multiple downstream applications, including electricity generation and use as fuel for boilers. By equipping our customers with biogas solutions, we help them convert a potential environmental liability into a valuable and sustainable energy resource.

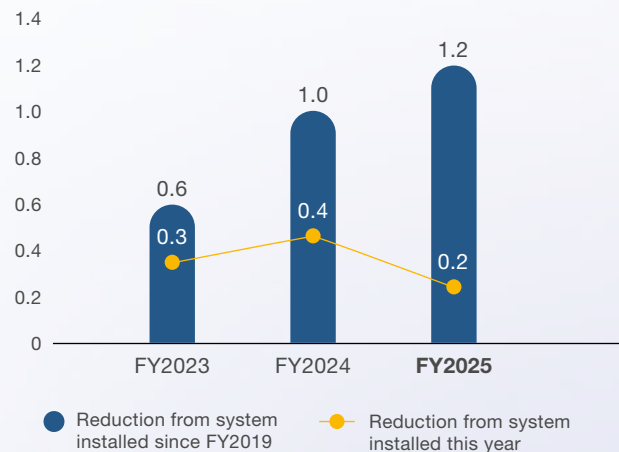
The installed capacity of our methane capture plants, and the estimated methane reduction achieved over the past three (3) financial years, are summarised below:

	FY2023 <sup>(*)</sup>	FY2024 <sup>(*)</sup>	FY2025 <sup>(*)</sup>
Methane Capturing Plant capacity installed (M <sup>3</sup> POME per hour)	180	240	105

### Reduction in Methane (CH<sub>4</sub>) Emission <sup>(\*)</sup> (in Million M<sup>3</sup>)



### Reduction in CO<sub>2</sub> equivalent (in Million MT)



With the installation of new biogas plants in FY2025, we expected a reduction of methane by an estimated 8.6 million M<sup>3</sup>, equivalent to approximately 0.2 million MT of CO<sub>2</sub> emissions annually.

Methane has a 100-year global warming potential approximately 28 times greater than carbon dioxide, emphasising the substantial environmental impact of reducing methane emissions.

\* Assuming 6,000 hours of operation per year. 0.7M<sup>3</sup> of POME per MT of FFB, based on the capacity of products and solutions installed, where relevant

# Sustainability Statement

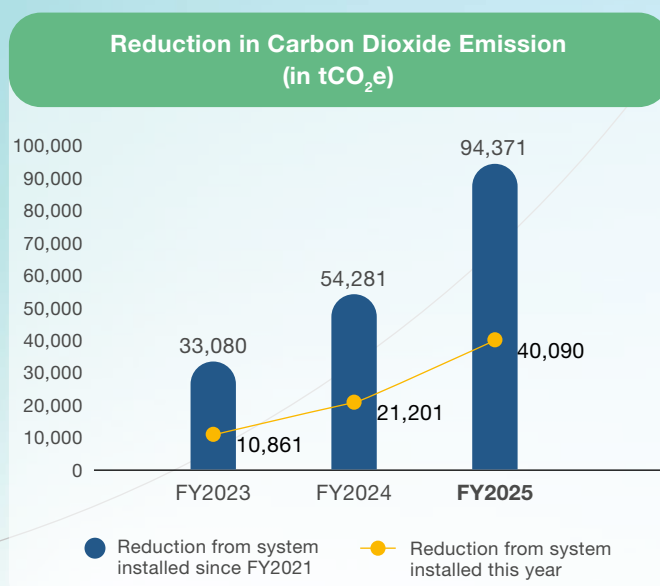
## Solar Energy

Our Solar Energy segment provides comprehensive engineering, procurement, construction, and commissioning services for solar power generation systems. By harnessing abundant and renewable solar energy, these systems enable our commercial, industrial, and residential customers to generate their own electricity, lowering their dependence on fossil fuels.

By embracing solar photovoltaic (PV) technology, we contribute meaningfully to lowering GHG emissions and supporting the global transition to cleaner energy sources.

The estimated environmental impact of our solar installations in terms of electricity generation and CO<sub>2</sub> emission reduction in the past three (3) financial years is as follows:

Financial year	Capacity installed	Estimated electricity generated
FY2025	49.1MWp	62,748MWh
FY2024	26.0MWp	33,239MWh
FY2023	13.4MWp	17,114MWh



Through our products and solutions, the Group actively contributes to achieving Goals 3, 7, 11, and 12 of the SDGs.

Our efforts in reducing CO<sub>2</sub> and methane emissions align with Goal 3 of “good health and well-being.” By mitigating air pollution and promoting cleaner environments, we contribute to reducing the adverse impacts of pollution on human health, ultimately improving the well-being of individuals and communities.

Our installations of solar energy systems support Goal 7 of “affordable and clean energy.” By increasing access to renewable energy and diversifying the energy mix, we contribute to the availability of affordable and sustainable energy sources, reducing reliance on fossil fuels and advancing the global transition to cleaner energy systems.

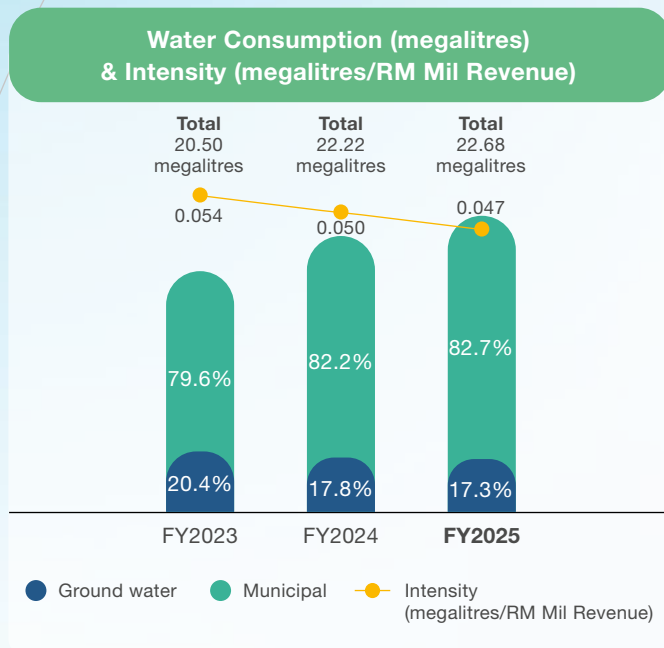
Our commitment to Goal 11 of “sustainable cities and communities” is reflected in our focus on air quality improvement and the reduction of per capita environmental impacts. By prioritising sustainable practices and resource efficiency, we contribute to creating liveable and resilient cities, promoting sustainable urban development, and enhancing the well-being of urban populations.

Our dedication to Goal 12 of “responsible consumption and production” is demonstrated through our efforts to minimise chemicals and waste emissions. By promoting responsible resource management and reducing the release of harmful substances, we contribute to minimising adverse impacts on human health and the environment, fostering more sustainable consumption and production patterns.

## Water, waste and environment management

### Impact from our operation

#### Water Management



The issue of water scarcity is becoming increasingly alarming due to several factors, such as climate change, poor water management, and contamination. We recognise the importance of sustainable water management and are committed to using water responsibly throughout our operations.

In FY2025, our total water consumption was 22.68 megalitres, a slight increase from 22.22 megalitres in the previous year. Of this, 82.7% was sourced from municipal supplies and 17.3% from groundwater. This translates to a water intensity of 0.047 megalitres per RM million revenue. Although our overall water usage remains low, we closely monitor groundwater levels to ensure sustainable extraction and prevent overuse.

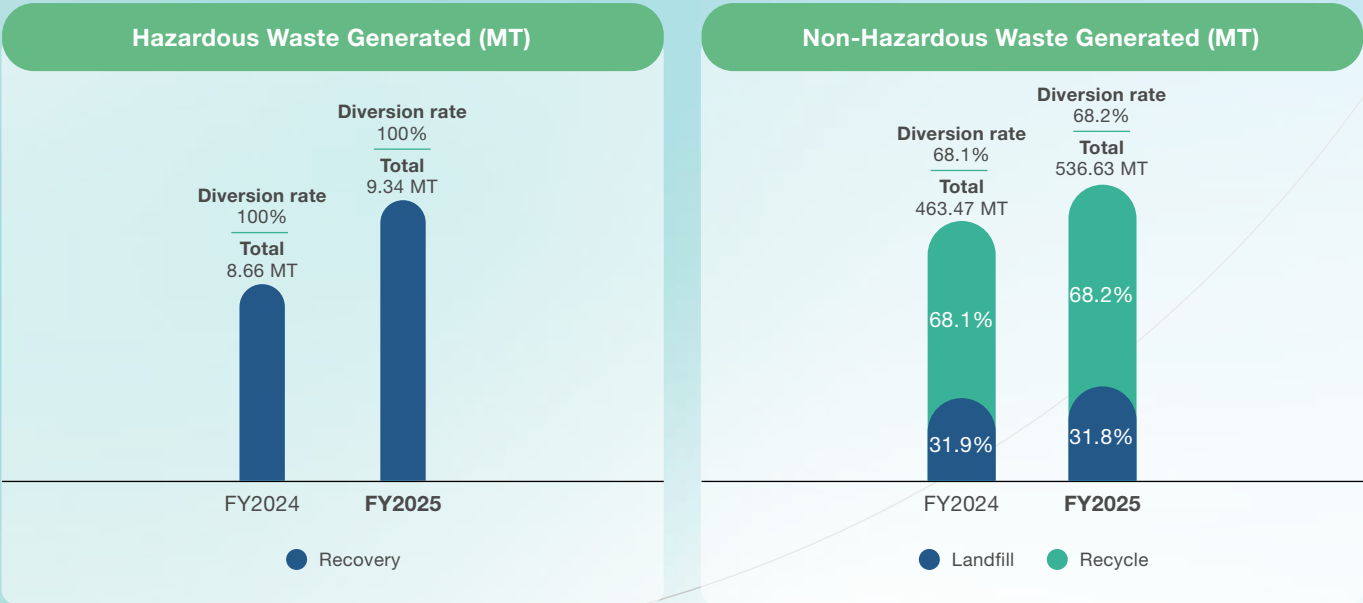
As part of our climate risk assessment efforts initiated during the year, we conducted a preliminary review of water-related risks, including potential exposure to water stress. Initial findings indicate that while most of our operations are not located in water-stressed regions, certain sites particularly in Johor and Indonesia may be more vulnerable. This forms part of our initiatives to better understand local water risks and integrate them into long-term resource planning. Further assessment is underway to evaluate these risks in greater detail.

Our operations do not generate process wastewater, and water used is primarily for domestic purposes. As such, water discharge is minimal and typically directed to municipal sewerage systems. Although discharge volumes are not material, we remain committed to good water stewardship and will continue tracking discharge data by destination where applicable.

# Sustainability Statement

## Waste Management

In line with environmental regulations and our commitment to sustainable practices, we manage various types of waste including hazardous, domestic, construction, and recyclable waste with a strong emphasis on effective and responsible waste handling. Our goal is to minimise our ecological footprint and reduce environmental impact, particularly in relation to our manufacturing operations, while supporting the well-being of the surrounding communities.



In FY2025, the Group generated a total of 545.97 metric tons of waste, comprising 9.34 metric tons of hazardous waste, an increase of 0.68 metric tons from the previous year and 536.63 metric tons of non-hazardous waste, up by 73.16 metric tons compared to last year. The increase was primarily attributed to higher project activity and construction-related waste. All hazardous waste and 68.2% of non-hazardous waste were recovered, reused, or recycled, diverting them from disposal. The remaining 31.8% of non-hazardous waste was directed to proper disposal facilities.

Our hazardous waste, categorised as scheduled waste, is carefully handled and disposed off in accordance with stringent regulations. We ensure that all scheduled waste is properly stored and managed throughout its lifecycle, from collection to final disposal, by licensed contractors approved by local environmental authorities. Our certified scheduled waste competent person oversees these operations, ensuring compliance with Department of Environment (DOE) standards.

Our Environmental Policy underscores the adoption of the 3R approach, Reduce, Reuse, and Recycle, to minimise waste generation. We promote sustainable waste management practices among our employees, emphasising the importance of waste reduction and responsible disposal methods.

# Sustainability Statement

## ► Impact from our products and solutions

### Waste to energy

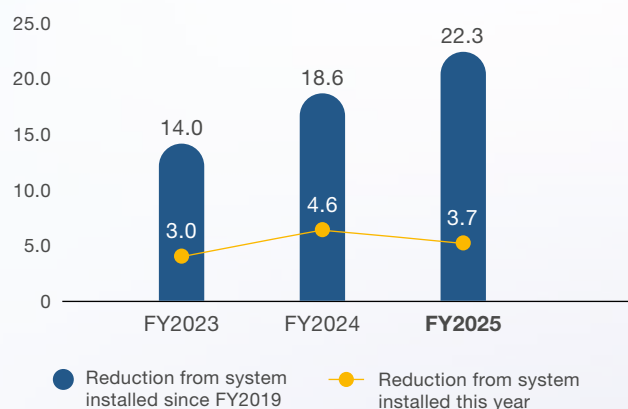
The Group's core product under the Bio-Energy Segment is the biomass boiler which enables our customers to harness various biomass wastes such as palm mesocarp fibre, palm kernel shell, empty fruit bunches, wood wastes, and rice husks as fuel sources. Our biomass boilers generate steam and electricity while reducing reliance on fossil fuels. This approach decreases long-term pollution and greenhouse gas emissions and addresses the critical issue of biomass waste management. By converting biomass waste into energy, we mitigate the release of harmful fermented syngas into the atmosphere. Our waste-to-energy approach not only reduces environmental risks but also offers a reliable and sustainable method of biomass disposal.

Over the past three financial years, we have installed biomass boilers for our clients with the estimated reduction in biomass waste as follows:

Financial year	Capacity installed
FY2025	<b>1,874 MT/hour</b>
FY2024	<b>2,297 MT/hour</b>
FY2023	<b>1,513 MT/hour</b>

\* Assuming 6,000 hours of operation per year

### Reduction in Biomass Waste <sup>(\*)</sup> (in Million MT)









The reduction of waste generated supports Goals 11 and 12 of SDG, “sustainable cities and communities” and “responsible consumption and production”. It reduces the adverse per capita environmental impact on cities and communities through effective waste management; and substantially reduces waste generation through prevention, reduction, recycling and reuse.

# Sustainability Statement

## Air Pollution Control

The Group provides effective air pollution control solutions to our customers through our dust filtration system. These systems effectively remove dust particles emitted into the atmosphere, thereby safeguarding air quality and the environment. The dust filtration systems are designed to help our customers comply with the Environmental Quality (Clean Air) Regulations 2014, under the Environmental Quality Act 1974. These regulations set stringent standards for solid fuel steam generators, requiring particulate emissions to be reduced to below 150mg/Nm<sup>3</sup>, a significant improvement from the previous limit of 400mg/Nm<sup>3</sup>.

Over the past three financial years, we have delivered air pollution control systems to our customers, which are estimated to further reduce dust emission into the atmosphere as follows:

	Reduction in dust emission		
	FY2023	FY2024	FY2025
Products and solutions installed in the current financial year	 1,807 <b>MT/year</b>	 2,114 <b>MT/year</b>	 1,146 <b>MT/year</b>
Products and solutions installed since FY2019	 3,341 <b>MT</b>	 5,455 <b>MT</b>	 6,601 <b>MT</b>

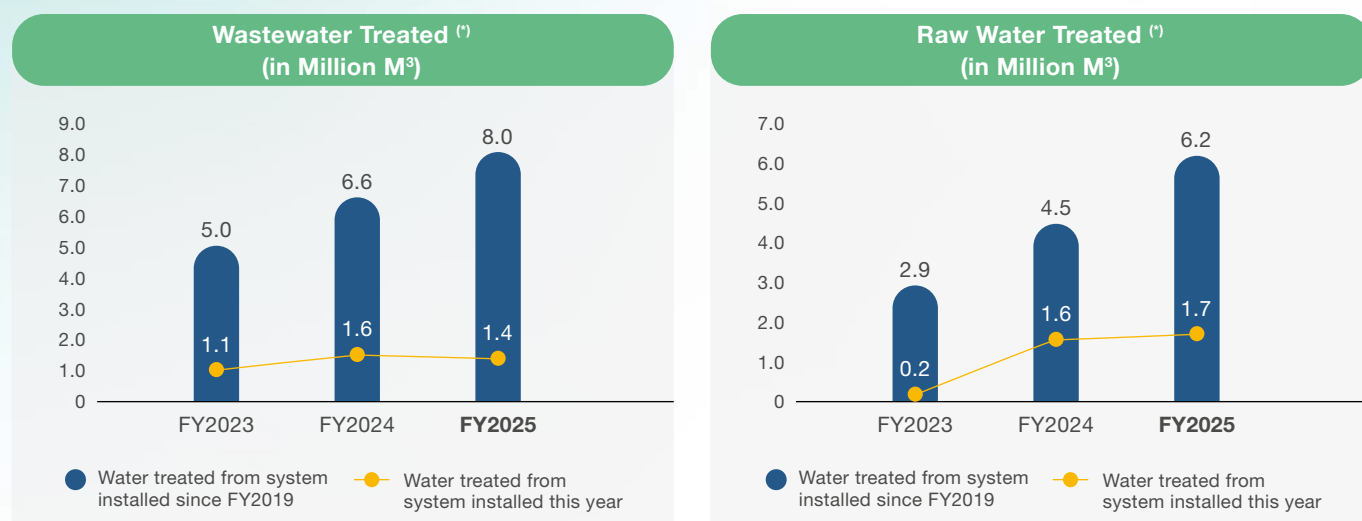


**Our air pollution control solutions align with Goal 3 of “good health and well-being.” By reducing the release of harmful dust particles and improving air quality, our solutions directly support efforts to minimise air pollution-related health risks and promote a healthier living environment for communities and individuals.**

## Wastewater and Raw Water Treatment

Our subsidiary, TEK, under the Water Treatment Segment, specialises in providing wastewater and raw water treatment solutions. These systems are crucial for maintaining water quality in manufacturing and other industrial operations.

The estimated volumes of wastewater and raw water treated by the systems supplied and installed by TEK in the financial years 2023, 2024, and 2025 are as follows:



\* Assuming 6,000 hours of operation per year

# Sustainability Statement









The water treatment solutions for industrial use supports Goal 6 of SDG, “clean water and sanitation”, as this process helps to improve raw water quality and wastewater discharge quality and increased water-use efficiency.

## Effluent Treatment

Beyond the palm oil sector, we have extended our expertise to the design and construction of Industrial Effluent Treatment Systems (IETS) for a range of other industries. These systems are engineered to treat industrial wastewater, focusing on the removal of harmful organic and inorganic pollutants prior to discharge. By deploying these solutions, we support environmental protection efforts and advocate for responsible industrial practices that prioritise long-term ecological sustainability.

Our tertiary treatment and biogas systems are designed to support palm oil mills to meet the stringent discharge standards stipulated in the Malaysian Environmental Quality (Industrial Effluent) Regulation 2009 under the Environmental Quality Act 1974. Specifically, these regulations require a final Biochemical Oxygen Demand (BOD) limit of 20 parts per million (ppm) for effluent discharged into designated sensitive watercourses. Leveraging our proprietary technologies, we are among the few solution providers capable of consistently achieving this threshold, enabling our customers to meet both regulatory obligations and environmental commitments with confidence.

Over the past three (3) financial years, we have delivered tertiary treatment plants, biogas plants and IETS that are estimated to further reduce BOD as follows:

	Reduction in BOD		
	FY2023 <sup>(*)</sup>	FY2024 <sup>(*)</sup>	FY2025 <sup>(*)</sup>
Products and solutions installed in current financial year	 21,576 <b>MT BOD/year</b>	 28,909 <b>MT BOD/year</b>	 15,051 <b>MT BOD/year</b>
Products and solutions installed since FY2019	 45,174 <b>MT BOD/year</b>	 74,083 <b>MT BOD/year</b>	 89,134 <b>MT BOD/year</b>

\* Assuming 6,000 hours of operation per year and 0.7m<sup>3</sup> POME per MT of FFB



The reduction of BOD in the final discharge helps our customers in reducing their impact on water quality and enabling better quality water systems, consistent with Goal 14 of SDG, which focuses on “life below water”, and aims to reduce marine pollution from various sources, including land-based activities.

# Sustainability Statement



## Social

At BM GreenTech, we view social sustainability as a vital part of our overall sustainability journey. Beyond protecting the environment, we are committed to supporting our people and the communities around us. We strive to provide a safe, inclusive, and engaging workplace where employees can thrive through fair practices, training opportunities, and a strong safety culture.

This year, we continued to enhance employee development efforts, introduced community-based sustainability activities, and maintained our focus on workplace health and safety through regular assessments and training. By nurturing our workforce and giving back to society, we aim to create long-term value for both our people and the community.

The following table highlights our FY2025 targets and performance and progress, as well as FY2026 targets.

Material Matter	FY2025 Target	FY2025 performance and progress	FY2026 Target
<b>Diversity, employee management, development and retention</b>	16 training hours for executives and 10 training hours for non-executives per year	Achieved an average of 31 training hour for executives and above, and 11 hours for non-executives.	16 training hours for executives and 10 training hours for non-executives per year
<b>Occupational Safety and Health</b>	Zero Fatality 10% reduction in LTIFR from 3-year average. Target LTIFR : 1.70 and below.	Zero Fatality Achieved a lower LTIFR of 1.10	Zero Fatality 5% reduction in LTIFR from FY2025. Target LTIFR : 1.05 and below.
<b>Fair labour practices and standards</b>	Zero substantiated complaints concerning human rights violations	Zero substantiated complaint	Zero substantiated complaints concerning human rights violations

To reinforce safety ownership at all levels, LTIFR performance targets are also linked to the remuneration framework for Directors, Management, and key personnel / employees responsible for ensuring workplace safety.

## Diversity, employee management, development and retention

### Workforce Diversity

We value diversity as a strength that drives innovation and performance. At BM GreenTech, we are committed to building an inclusive workplace where individuals of different backgrounds, experiences, genders, and age groups are respected and given equal opportunities to grow. Our recruitment and HR practices are designed to promote fairness and attract diverse talent, helping us foster a culture of collaboration and continuous improvement. By embracing diversity, we strengthen our ability to deliver effective solutions and support sustainable growth.

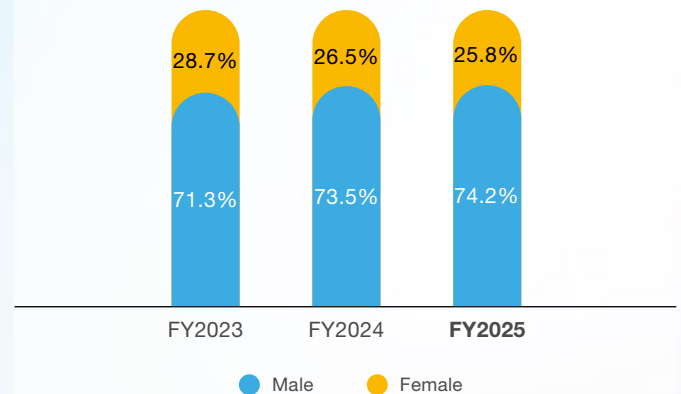
# Sustainability Statement

Our workforce has continued to expand steadily, growing from 471 employees in FY2023 to 543 in FY2024, and further to 654 in FY2025. This growth has resulted in the creation of over 111 new jobs in the financial year, reflecting our business expansion and ongoing commitment to job creation. While the workforce data for the newly acquired subsidiary, PXH Group, has not yet been incorporated into this year's analysis, its inclusion in future reporting is expected to provide a more comprehensive view of our total workforce, potentially increasing the overall headcount by approximately 27%.

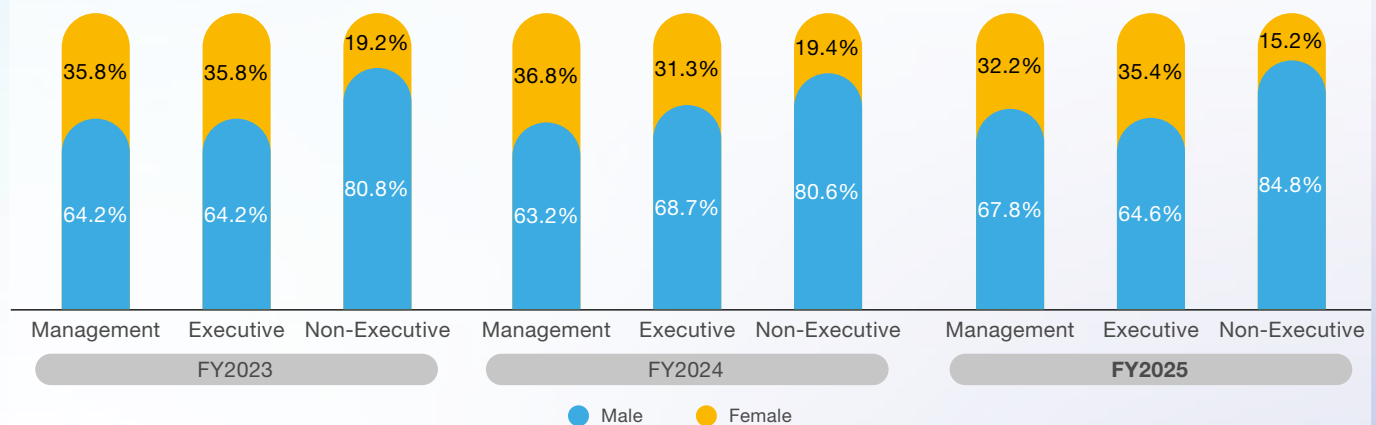
To better understand our workforce composition, we categorise employees by their roles - management (senior leadership and managers who oversee teams or operations), executives (employees with some supervisory responsibilities, overseeing a small team or specific tasks), and non-executives. This classification supports our efforts to monitor diversity and ensure balanced representation across all organisational levels.

An overview of our workforce diversity and management team diversity in the past three (3) financial years are as below:

## Gender Composition

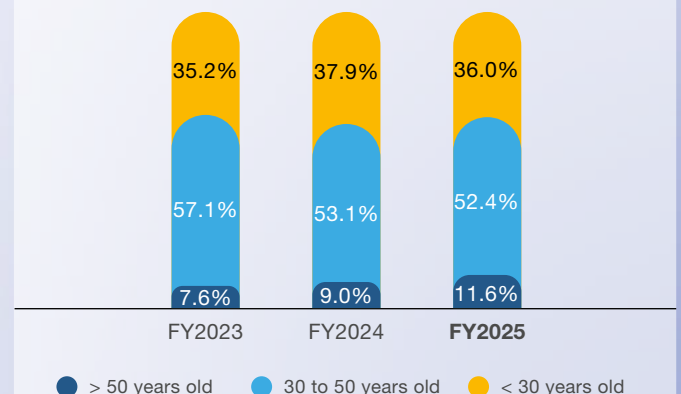


## Gender by Employee Category

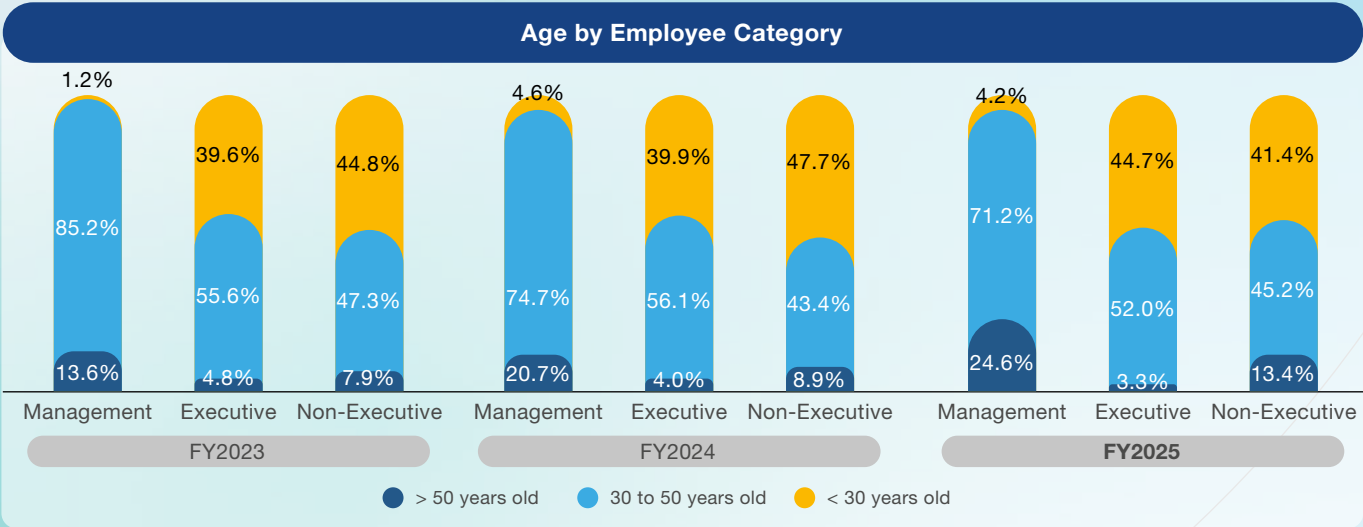


As of FY2025, male employees made up 74.2% of the workforce, while female employees accounted for 25.8%. Our operations spanning engineering, manufacturing, construction, and project management have historically seen higher male participation, especially due to the physically demanding nature of heavy equipment-handling and site-based work. While this has contributed to lower female representation in some areas, we remain committed to fostering a more inclusive workplace and encouraging greater gender diversity.

## Age Distribution



# Sustainability Statement



In terms of age distribution, 36.0% of employees were under 30, 52.4% were between 30 and 50, and 11.6% were aged above 50.

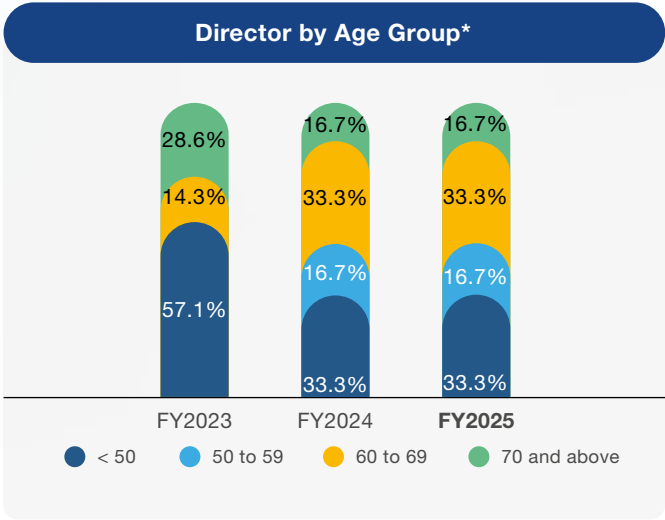
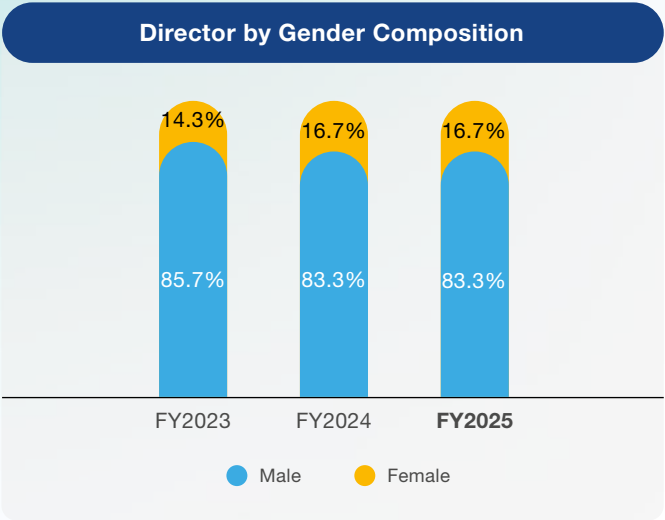
The management level has seen an increase in employees above 50, reflecting the valuable leadership, industry insight, and stability they bring to the organisation.

Within the executive group, 44.7% were under 30, 52.0% between 30 and 50, and 3.3% above 50, indicating a dynamic team with a strong presence of young professionals supported by experienced mid-career talent.

For non-executive roles, 41.4% were under 30, 45.2% between 30 and 50, and 13.4% above 50, reflecting a healthy and well-balanced workforce across different age groups.

Our approach to talent recruitment, development, and retention is merit-based. We assess candidates based on skills, experience, and suitability for the role, ensuring alignment with our company culture and long-term goals. Remuneration is benchmarked against market standards using recognised job grading systems, promoting fairness and competitiveness across the organisation.

**Board Diversity**



\* FY2023 & FY2024 data restated to reflect revised age group categories introduced in FY2025

# Sustainability Statement

The Board acknowledges the importance of diversity as a key driver of effective leadership and sound governance. A range of perspectives including different skills, industry experiences, age groups, and gender representation contributes to more robust deliberations and better oversight.

In compliance with Bursa Malaysia's Main Market Listing Requirements, our Board includes at least one female director. We also uphold a Fit and Proper Policy to ensure that our Board members are of high integrity, competence, and professionalism.

Although we have not yet achieved the 30% female board representation recommended by the Malaysian Code on Corporate Governance, we will continue our efforts to achieve this target. Director appointments are based on merit, with due consideration given to candidates' qualifications, experience, and ability to contribute meaningfully to the Group's strategic direction.

## Employee turnover

Employee turnover refers to the departure of employees from the company, whether through resignation, retirement, dismissal, or other reasons such as death in service. During the reporting period, turnover comprised 9 managers, 49 executives, and 48 non-executives (FY2024: 4 managers, 53 executives, and 42 non-executives).

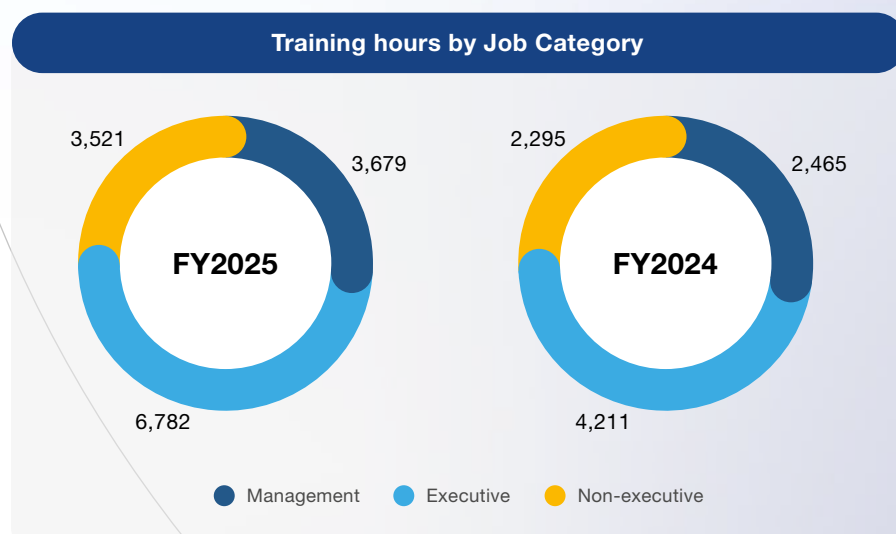
The turnover among executives and non-executives are consistent with the nature of a dynamic and evolving workforce. Many of our younger employees, particularly those under 40, are in the early stages of their careers and are actively seeking opportunities for growth, new experiences, and career progression. We recognise that such mobility is natural and reflects evolving aspirations in today's talent landscape.

As part of our approach to sustainable talent management, we focus on succession planning, talent development, and knowledge transfer to ensure business continuity. While we support our employees' ambitions, we remain committed to building a workplace that fosters internal growth. Our retention and development strategies are designed to prepare future leaders, enable smooth transitions, and strengthen the resilience of our workforce.

## Learning and development

We recognise that continuous learning and upskilling are essential for both individual development and the Group's long-term growth. To foster a high-performance culture, we carry out Training Needs Analysis (TNA) to identify skill gaps and tailor learning opportunities that are relevant and aligned with the business. This targeted approach helps bridge capability gaps, support career progression, and prepare our workforce to meet evolving industry demands. Through these efforts, we not only enhance employee competencies and job satisfaction but also strengthen the overall resilience and adaptability of our organisation.

In the current reporting period, the total hours of training by employee category were as follows:



To ensure the effectiveness and inclusiveness of our training efforts, we track training hours by employee category i.e. management, executive, and non-executive levels. This allows us to assess the impact of our training initiatives and ensure that learning opportunities are distributed fairly across all levels of the organisation.

In FY2025, we recorded a total of 13,982 training hours, representing a 55% increase from the previous year. On average, each employee received 21 hours of training.

We had set targets of 16 hours for executives and above, and 10 hours for non-executives, and we exceeded both. Executives and above achieved an average of 31 training hours, while non-executives averaged 11 hours. We will maintain these targets for FY2026.

# Sustainability Statement

## Our Training Program Focus Areas

Our training programs are designed to support both job performance and long-term professional growth. In FY2025, we continued to deliver a broad range of training topics:

- **Technical and Job-Specific Skills.** Core competencies essential to our operations, including engineering, manufacturing processes, equipment handling, and project execution.
- **Productivity Tools and Systems** to enhance workplace efficiency.
- **Soft Skills Development** to strengthen collaboration and managerial capability, including training in communication, teamwork, leadership, problem-solving, and interpersonal effectiveness.
- **Occupational Safety and Quality Standards.** Reinforcing our commitment to workplace safety and operational excellence through regular training on safety protocols, ISO standards, and internal quality practices.
- **Sustainability, Governance, and Risk Management.** Training on responsible business practices, including sustainability awareness, anti-bribery and anti-corruption (ABAC), our Code of Ethics, and enterprise risk management.

## Cultivating a Green and Sustainable Mindset at Work

In line with our efforts to foster a green and sustainability-minded workforce, a Sustainability Awareness Talk themed **“Go Green, Bringing Sustainability to Life”** was held at our corporate office during the year. The session aimed to raise awareness of sustainability, ESG, and climate change, inspire action aligned with sustainable practices, and build an understanding of our role in promoting environmental responsibility in the workplace.



As part of this initiative, a dedicated “Green Corner” was introduced to facilitate the collection and proper segregation of recyclable waste, encouraging responsible disposal habits among employees.

Additionally, Green Notice Boards were placed at several key spots within our corporate office and operational areas, serving as visual hubs for sustainability-related information. These boards display content such as plastic types, microplastic impacts, and curated environmental updates to raise awareness and spark conversations on important environmental topics.

## Welfare and Well-being

At BM GreenTech, we view employee welfare as a vital aspect of our overall sustainability efforts. We are committed to creating a positive and inclusive workplace by supporting the physical, mental, and emotional well-being of our people. A healthy and motivated workforce not only strengthens individual performance but also contributes to the Group’s long-term success.

To this end, we maintain a safe, comfortable, and supportive work environment while promoting work-life balance. We continue to provide a range of benefits, including comprehensive medical coverage, wellness initiatives, and health programmes tailored to employee needs. Regular engagement activities both at the Group and subsidiary levels such as festive gatherings, appreciation events, team-building trips, and recreational outings, help foster a sense of belonging, promote camaraderie and build stronger workplace connections.

By embedding employee well-being into our operations, we aim to nurture a resilient, engaged, and thriving workforce.

## Fair labour practices and standards

We continue to adhere to internationally recognised human rights and labour standards, aligning our policies and practices with the Universal Declaration of Human Rights and the International Labour Organization's (ILO) Core Conventions. These principles guide us in fostering a respectful, safe, and inclusive workplace across all levels of our operations and value chain.

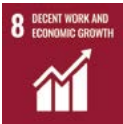
Our commitment covers key areas such as non-discrimination, equal opportunity, zero tolerance for harassment or exploitation, fair wages, reasonable working hours, and a safe and healthy working environment. We also uphold strict compliance with all applicable labour laws and regulations in the jurisdictions where we operate.

Approximately 46% (FY2024: 61%) of our workforce comprises contractors, contract employees, and temporary staff, with contractors making up the majority. This flexible workforce structure supports our geographically diverse projects across Peninsular and East Malaysia and international sites. Engaging local contractors allows us to optimise deployment, manage resources efficiently, and maintain agility in responding to project demands.

Where operationally appropriate, we hire staff on short-term contracts, typically ranging from six to twelve months. We also value the experience of retired employees, who are occasionally retained as advisors to provide guidance on specialised matters. Temporary staff are brought in to fill interim needs, such as during maternity or medical leave, ensuring continuity without significantly impacting the permanent workforce composition.

During the financial year, we conducted a briefing on Human Rights, Sexual Harassment, Forced Labour and related workplace policies. The session aimed to raise awareness, reinforce ethical conduct, and ensure all employees understand their rights and responsibilities.

We have no substantiated complaints concerning human rights violations within our Group over the past three financial years, reinforcing our commitment to responsible and fair labour practices. These efforts are also guided by our Human Rights and Labour Standards Policy, which is publicly available on our company website. The policy outlines our approach to safeguarding the rights and well-being of all individuals involved in our operations.



**The above is in line with Goal 8 of SDG “decent work and economic growth”, where the Group promotes a safe and secure working environment for all workers.**

## Occupational safety and health

At BM GreenTech Group of Companies, we are firmly committed to safeguarding the health and safety of our employees, contractors, and stakeholders. We prioritise compliance with local regulations and internationally recognised standards, with a proactive focus on prevention, education, and accountability.

### Safety Governance and Oversight

Our governance structure ensures that occupational safety and health (OSH) are overseen at the highest levels. The Board of Directors maintains clear oversight of health and safety matters through regular updates on key metrics, including the Lost Time Injury Frequency Rate (LTIFR), incident trends, reported cases, investigation outcomes, root cause analysis, and the status of corrective and preventive actions. OSH considerations, including safety planning, management, and improvement initiatives, are incorporated into our annual business planning for implementation across operational activities in all business units.

The Group Managing Director, who chairs the quarterly Group-level Safety and Health meeting, holds responsibility for driving health and safety performance. This platform facilitates the review of key risks, performance indicators, corrective actions, group-wide safety strategies, and the progress of their implementation across the organisation.

At the operational level, each Business Unit (BU) maintains a dedicated Safety and Health Committee responsible for implementing site-specific protocols, conducting risk assessments, and monitoring daily safety practices. This structure ensures consistency across the Group while allowing flexibility to respond to local risk profiles.

# Sustainability Statement

## Safety performance

Summary of safety and health incidents involving both employees and contractors over the past two (2) financial years is provided below:

	FY2024	FY2025
Total Hours Worked	2,767,104	<b>2,757,120</b>
Number of Workplace-Related Fatalities	1	-
Number of Lost Time Injuries	6	<b>3</b>
Lost Time Incident Frequency Rate (LTIFR) per million work hours	2.17	<b>1.10</b>

Lost Time Injury (LTI) refers to a work-related injury or illness that results in an employee being unable to perform their regular job duties.

In FY2025, we recorded no workplace fatalities. However, three (3) LTI incidents were reported during the year, resulting in a LTIFR of 1.10 per one million hours worked, an improvement from the previous year's 2.17. This performance is within our internal target of 1.70 and below.

The three LTIs involved physical injuries and were each followed by internal investigations. As a result, we implemented a series of corrective and preventive measures, including reinforced safety practices, closer supervision, and targeted training to reduce recurrence and strengthen workplace safety.

While encouraged by the progress, we remain vigilant in our commitment to workplace safety. For FY2026, we have set a lower LTIFR target of 1.05, representing a further 5% reduction from FY2025, alongside our continued goal of Zero Fatality. To achieve this, we continue to conduct regular risk assessments, enforce tighter on-site supervision, and strengthen contractor safety oversight through enhanced protocols, broader training coverage, and stricter compliance enforcement.

## Number of Employees Trained on Health and Safety Standards

Given the operational scope of our manufacturing and installation activities across diverse sites, our workforce regularly encounters risks such as working at heights, heavy lifting, and confined spaces. Our training program is designed to mitigate these risks through comprehensive Hazard Identification, Risk Assessment, and Risk Control (HIRARC) processes, along with specialised training tailored to specific hazards identified. This ensures that all employees, particularly those directly engaged in manufacturing and installation, receive essential safety and health training aligned with legal and regulatory standards.

Throughout the financial year, a total of 200 employees underwent training on health and safety standards (FY2024: 189 employees). These sessions ensure our personnel are equipped with the knowledge and skills needed to manage occupational risks effectively and in compliance with legal and regulatory requirements. In addition, we also conducted regular safety briefings for general workers at our manufacturing plant and installation sites. As part of our effort to strengthen internal safety capacity, we have sent 30 employees to attend the OSH Coordinator training in FY2025, and they are now certified OSH Coordinators.

Moreover, we conduct regular safety training sessions on fire drills, evacuation procedures, basic firefighting and first aid for all employees, promoting preparedness and adherence to safety protocols. These sessions are periodically offered to ensure ongoing readiness across the organisation.

# Sustainability Statement

## ISO 45001 certification

In line with our commitment to upholding international occupational health and safety standards, our Bio-Energy segment in Malaysia achieved ISO 45001:2018 certification in January 2025. This milestone reflects our structured approach to managing workplace safety risks and reinforces our commitment to continuous improvement and global best practices.

The certification also marks the fulfilment of one of our FY2025 targets, to have at least one company within the Group certified with ISO 45001. Beyond regulatory compliance, it provides a strategic advantage in promoting a safer, more accountable work environment across our operations and strengthening stakeholder confidence.

## Fostering a Culture of Safety

As part of our commitment to Occupational Safety and Health (OSH), our Bio-Energy division initiated and hosted OSH Day during the financial year. The event featured a series of educational and interactive activities aimed at raising awareness of workplace safety and employee well-being. Employees from the nearby Solar division office also took part in the event, helping to foster a broader safety culture across the organisation through cross-team engagement.

In conjunction with this event, we contributed to the Alliance of Safety Community (IKATAN) and the Malaysian Industrial Safety and Health Association (MISHA), both of which are dedicated to promoting community well-being, workplace safety, and health awareness.

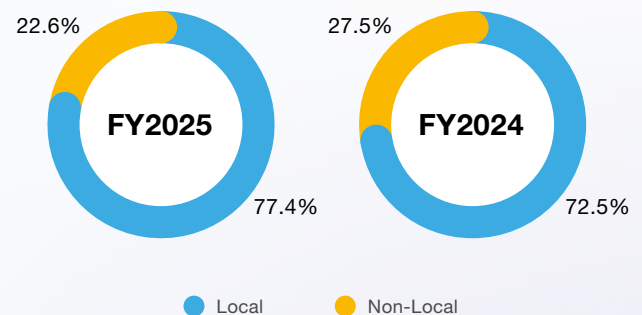


## Supply chain management

At BM GreenTech, effective supply chain management and strong supplier relationships are key to supporting our social and economic sustainability goals. We recognise that our procurement choices can positively influence local communities and contribute to regional economic development.

We continue to place high importance on local sourcing, both to strengthen community ties and to ensure a responsive, resilient supply chain. For reporting purposes, local suppliers are defined as those operating within the same country as our operations, without involving cross-border payments. It accounted for 77.4% of our total procurement spending in FY2025, up from 72.5% the previous year. This consistent prioritisation of local vendors helps drive local employment, stimulate regional business growth, and reduce our carbon footprint through shorter transportation distances.

### Proportion of spending on local suppliers



Beyond economic considerations, local procurement supports more agile operations and enhances our ability to build meaningful, long-term relationships with vendors who understand the local context and regulatory environment. To uphold the integrity of our supply chain, we implemented a structured supplier engagement and evaluation framework. New suppliers are screened during the onboarding and pre-qualification stages, while existing suppliers undergo regular performance reviews. These assessments encompass not just cost and quality, but also alignment with our sustainability criteria including ethical practices, anti-bribery measures, workplace safety, and environmental responsibility.

Moreover, we engage proactively with our suppliers to support the enhancement of their quality and sustainability practices. This includes sharing best practices, offering guidance to improve operational efficiency, and collaborating on improvement initiatives. Through these efforts, we aim to build long-term, mutually beneficial relationships that not only strengthen our supply chain performance but also contribute positively to the social and economic fabric of the communities in which we operate.

# Sustainability Statement

## Community engagement and contributions

Our commitment to community well-being and social responsibility extends beyond our business activities. We are dedicated to creating meaningful, long-term value in the communities where we operate. Through targeted initiatives, we aim to address local needs, enhance quality of life, and support sustainable community development. These efforts include supporting education access, contributing to public health and safety programmes, and participating in environmental conservation activities.

During the year, we engaged in a few community-focused activities as below:

### Empowering Communities, Securing Our Future Generations

During the reporting year, we contributed to four (4) organisations across three (3) key areas as part of our ongoing commitment to community well-being and social responsibility:

- **Education Access and Learning Support**

We assisted local schools by funding improvements to their learning environments and providing essential educational resources. These efforts aim to empower students and create better education opportunities for the younger generation.

- **Fulfilling Wishes for Children with Critical Illnesses**

Part of our contributions supported an organisation dedicated to granting meaningful wishes to children battling serious health conditions. This initiative brings joy and emotional strength to children and their families during challenging times.

- **Community Safety and Health Awareness**

We also supported programs aimed at improving public safety and raising awareness of health and safety practices. These efforts help foster a safer and more informed community.

### Gift of life, in every drop

In support of local healthcare services, we hosted a blood donation campaign at our corporate premises during the year, in partnership with local hospitals. The initiative was designed to raise awareness of the importance of regular blood donations and to encourage employee participation in life-saving community efforts.



## **Rooted in Conservation, Growing for Coastal Resilience**

In FY2025, our employees once again took part in a mangrove planting activity together with our holding company and community volunteers. The initiative supported the restoration of vital coastal ecosystems that serve as natural buffers against erosion, flooding, and climate impacts. Beyond contributing to environmental resilience, the activity provided an opportunity for employees to engage meaningfully outside the workplace, reinforcing teamwork and shared purpose. Through such efforts, we continue to advance our commitment to sustainability and social responsibility while nurturing both ecological value and employee connection.



# Sustainability Statement



## Governance

### Ethical business practice, anti-corruption, data privacy and security

In our commitment to uphold high ethical standards and sustainable business practices, we embed strong business ethics in our corporate culture and operations. The Group maintains a strong stance against bribery and corruption, strictly complying with anti-bribery legislation and refusing to engage in any form of bribery.

We expect the same commitment from all stakeholders, including Directors, Employees, Suppliers, and Business Associates, who are required to adhere to our anti-bribery policies. Violations of our Anti-Bribery Policy are taken seriously, and appropriate actions will be taken, such as dismissal, termination of business relationships, and reporting to the authorities in accordance with relevant laws and regulations.

To foster a culture of integrity and ethical behaviour, we have established an Anti-Bribery and Anti-Corruption Framework, accompanied by relevant Policies and Procedures. Our Code of Ethics sets clear standards for ethical conduct and is communicated to all Directors, Senior Management, Employees, Suppliers, and Business Associates. Additionally, we have established a whistleblowing channel to facilitate the reporting of any actual or suspected malpractices, including unethical behaviour.

To mitigate the risk of corruption, we conduct annual assessments to identify and address potential corruption risks. We also require our Suppliers and Business Associates to declare and sign our Code of Business Ethics, reaffirming their commitment to ethical business practices. All Directors and Employees undergo Code of Ethics training during onboarding or refresher sessions, and they sign an integrity declaration, reaffirming their dedication to upholding ethical standards.

Governance Indicators	FY2023	FY2024	FY2025
Employees received anti-corruption training	100%	100%	100%
Operations assessed for corruption-related risk	100%	100%	100%
Confirmed incidents of corruption	Zero	Zero	Zero
Violations of our Anti-Bribery Policy	Zero	Zero	Zero
Whistleblowing cases	Zero	Zero	Zero
Substantiated complaints concerning breaches of customer privacy and losses of customer data	Zero	Zero	Zero

# Sustainability Statement

During the financial year, all our operations underwent assessments for corruption-related risks, underscoring our commitment to proactive risk management. We are pleased to report that there were no confirmed incidents of corruption, and no violations of our Anti-Bribery Policy were reported. Additionally, there were no whistleblowing cases related to bribery and corruption, nor were there any substantiated complaints concerning breaches of customer privacy or losses of customer data over the financial years ended March 31, 2023, 2024, and 2025.

Our continuous efforts in promoting ethical business practices and maintaining a robust anti-bribery framework reflect our unwavering dedication to conducting business with integrity and transparency. Moving forward, we continue to aim to achieve zero incidents of corruption and zero substantiated complaints concerning breaches of customer privacy and losses of customer data in the coming years, demonstrating our proactive stance on governance and risk management.



**The actions of establishing policies, procedures and controls to combat corruption is in line with Goal 16 of SDG, “peace, justice and strong institutions”, with the objective of reducing corruption and bribery in all their forms.**

## Forging Ahead with Purpose

As BM GreenTech continues to grow, so does our focus on creating long-term value through sustainable and responsible practices. Guided by clear sustainability goals and anchored by a robust governance framework, we remain committed to delivering meaningful impact across our operations, value chains, and the wider communities and ecosystems we serve.

During the year, BM GreenTech Berhad’s Bursa Malaysia sector classification was updated to Renewable Energy. This reclassification acknowledges our role as a provider of equipment and services that support renewable energy generation, while also offering greater visibility into our sustainability-driven business model.

Together with our stakeholders, we are dedicated to driving purposeful change and advancing a greener, more resilient future for generations to come.

# Sustainability Statement

## Performance Data Table from Bursa Malaysia's ESG Reporting Platform

Indicator	Measurement Unit	2024	2025
<b>Bursa (Energy management)</b>			
Bursa C4(a) Total energy consumption	Megawatt	5,082.00	5,479.00
<b>Bursa (Emissions management)</b>			
Bursa C11(a) Scope 1 emissions in tonnes of CO2e	Metric tonnes	976.00	1,091.00
Bursa C11(b) Scope 2 emissions in tonnes of CO2e	Metric tonnes	579.00	547.00
Bursa C11(c) Scope 3 emissions in tonnes of CO2e (at least for the categories of business travel and employee commuting)	Metric tonnes	-	1,060.00
<b>Bursa (Water)</b>			
Bursa C9(a) Total volume of water used	Megalitres	22.22	22.68
<b>Bursa (Waste management)</b>			
Bursa C10(a) Total waste generated	Metric tonnes	472.13	545.97
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	342.32	375.36
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	147.81	170.61
<b>Bursa (Diversity)</b>			
Bursa C3(a) Percentage of employees by gender and age group, for each employee category			
Age Group by Employee Category			
Management Under 30	Percentage	4.60	4.20
Management Between 30-50	Percentage	74.70	71.20
Management Above 50	Percentage	20.70	24.60
Executive Under 30	Percentage	39.90	44.70
Executive Between 30-50	Percentage	56.10	52.00
Executive Above 50	Percentage	4.00	3.30
Non-executive Under 30	Percentage	47.70	41.40
Non-executive Between 30-50	Percentage	43.40	45.20
Non-executive Above 50	Percentage	8.90	13.40
Gender Group by Employee Category			
Management Male	Percentage	63.20	67.80
Management Female	Percentage	36.80	32.20
Executive Male	Percentage	68.70	64.60
Executive Female	Percentage	31.30	35.40
Non-executive Male	Percentage	80.60	84.80
Non-executive Female	Percentage	19.40	15.20

Internal assurance

External assurance

No assurance

(\*) Restated

# Sustainability Statement

Indicator	Measurement Unit	2024	2025
<b>Bursa C3(b) Percentage of directors by gender and age group</b>			
Male	Percentage	83.30	83.30
Female	Percentage	16.70	16.70
Under 50	Percentage	33.30*	33.30
Between 50-59	Percentage	16.70*	16.70
Between 60-69	Percentage	33.30*	33.30
70 and Above	Percentage	16.70*	16.70
<b>Bursa (Labour practices and standards)</b>			
<b>Bursa C6(a) Total hours of training by employee category</b>			
Management	Hours	2,465	3,679
Executive	Hours	4,211	6,782
Non-executive	Hours	2,295	3,521
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	61.00	46.00
<b>Bursa C6(c) Total number of employee turnover by employee category</b>			
Management	Number	4	9
Executive	Number	53	49
Non-executive	Number	42	48
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0	0
<b>Bursa (Health and safety)</b>			
Bursa C5(a) Number of work-related fatalities	Number	1	0
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	2.17	1.10
Bursa C5(c) Number of employees trained on health and safety standards	Number	189	200
<b>Bursa (Supply chain management)</b>			
Bursa C7(a) Proportion of spending on local suppliers	Percentage	72.50	77.40
<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	13,350.00	36,500.00
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	5	4
<b>Bursa (Anti-corruption)</b>			
<b>Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category</b>			
Management	Percentage	100.00	100.00
Executive	Percentage	100.00	100.00
Non-executive	Percentage	100.00	100.00
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	100.00	100.00
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	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

Internal assurance

External assurance

No assurance

(\*) Restated

# Sustainability Statement

## INTERNAL AUDIT LIMITED ASSURANCE STATEMENT

QL Resources Berhad's Group Internal Audit Department, was engaged by BM Greentech Berhad to provide limited assurance on selected common indicators included in the Sustainability Statement 2025.

### Conclusion

Based on our review, nothing has come to our attention that would lead us to believe that the below listed 22 common indicators included in the Sustainability Statement 2025, are not represented, in all material respects, in a fairly accurate manner.

Listed below are the selected information in the Sustainability Statement 2025 that had been subjected to internal review by the Group Internal Audit Department.

Matters	Common Indicators	Ref	UOM	Final Outcome
Anti-corruption	Anti-corruption training	C1(a)	% of employees	Management 100% Executive 100% Non-Executive 100%
	Corruption-related risks assessment	C1(b)	% of operations	100%
	Corruption incidents	C1(c)	No. of incidents	Nil
Community/ Society	Investment in the community	C2(a)	RM	RM 36,500
	Beneficiaries of the investment	C2(b)	No. of beneficiaries	4 Organizations
Diversity	Employees' diversity by gender and age group	C3(a)	% of employees	<u>Gender group</u> <u>Management</u> Male 67.8% Female 32.2% <u>Executive</u> Male 64.6% Female 35.4% <u>Non-Executive</u> Male 84.8% Female 15.2%  <u>Age group</u> <u>Management</u> Under 30 4.2% 30 to 50 71.2% Over 50 24.6% <u>Executive</u> Under 30 44.7% 30 to 50 52.0% Over 50 3.3% <u>Non-Executive</u> Under 30 41.4% 30 to 50 45.2% Over 50 13.4%
	Directors' diversity by gender and age group	C3(b)	% of directors	<u>Gender group</u> Male 83.3% Female 16.7%  <u>Age group</u> Below 50 33.3% 50 to 59 16.7% 60 to 69 33.3% Above 70 16.7%
Energy Management	Energy consumption	C4(a)	Megawatt	5,479 MW
Health & Safety	Number of work-related fatalities	C5(a)	No. of fatalities	Nil
	Lost time incidents	C5(b)	Frequency rate	1.1 per million hours
	Health & safety training	C5(c)	No. of employees	200

# Sustainability Statement

Matters	Common Indicators	Ref	UOM	Final Outcome
Labour Practices & Standards	Employee training hours	C6(a)	No. of hours	Management 3,679 hrs Executive 6,782 hrs Non-Executive 3,521 hrs
	Contract / temporary employees	C6(b)	% of employees	46%
	Employee turnover	C6(c)	No. of employee	Management 9 Executive 49 Non-Executive 48
	Human rights violations	C6(d)	No. of complaints	Nil
Supply Chain Management	Spending on local suppliers	C7(a)	% of spending	77.4%
Data Privacy & Security	Breaches of customer privacy and losses of customer data	C8(a)	No. of complaints	Nil
Water	Water consumption	C9(a)	Megalitres	22.680 ML
Waste Management	Waste management	C10(a)	MT	Total Waste Generated 545.97 MT (i) Diverted from disposal: 375.36MT (ii) Diverted to disposal: 170.61 MT
Emissions Management	Scope 1 emissions	C11(a)	tCO <sub>2</sub> e	1,091 tCO <sub>2</sub> e
	Scope 2 emissions	C11(b)	tCO <sub>2</sub> e	547 tCO <sub>2</sub> e
	Scope 3 emissions	C11(c)	tCO <sub>2</sub> e	1,060 tCO <sub>2</sub> e

## Procedures Adopted

The review procedures applied primarily comprises process evaluation, documentary reviews & sampling test on data. Internal auditors selected samples of the 22 common indicators across the six (6) in-scope entities within the Group to:

- Assess the adequacy of procedures pertaining to the data collection, submission and consolidation as well as the internal controls therein.
- Review appropriateness of formulas & also accuracy of the mathematical calculation that derived the concluded common indicators to be reported in the Sustainability Statement 2025.

## Scope of Work and Limitation

- The review on the 22 common indicators covers only data collected for one (1) financial year i.e. financial year ended 31 March 2025. The review does not carry out any procedure with respect to earlier periods.
- The review does not carry out any procedure with respect to any other elements included in the Sustainability Statement 2025 and, therefore, does not express any opinion thereon.
- The review does not examine any of the underlying financial information, analysis, commentary, opinion, commitment and future plans expressed in the Sustainability Statement.
- The review involved performance of limited substantive testing on a sampling basis by inspecting documents, reports, data capture forms and invoices.

QL Resources Berhad's  
Group Internal Audit Department

1<sup>st</sup> July 2025

# Corporate Governance Overview Statement

The Board of Directors (“Board”) of BM GreenTech Berhad (“BMG” or “the Company”) presents this Statement to provide an overview of the Company’s application of the Principles set out in the Malaysian Code on Corporate Governance 2021 (“MCCG”) for the financial year under review and up to the date of this Statement.

The Board recognises the importance of implementing high standards of corporate governance in the Company and its subsidiaries for discharging its duties and responsibilities at the best interest of its shareholders and stakeholders. In adopting corporate governance practices, the Board is ever mindful in making its business decisions where amongst the key considerations are transparency, accountability, ethical culture, sustainability and financial performance.

This Corporate Governance (“CG”) Overview Statement, which was approved by the Board, shall be read together with the Corporate Governance Report 2025 (“CG Report”) of the Company which provides the details on how the Company has applied, or departed from, each CG practice. The CG Report is available on the Company’s website at [www.bmgreentech.com](http://www.bmgreentech.com).

## Principle A:

## Board Leadership and Effectiveness

### I. Board Responsibilities

The Company is led by a Board who is responsible for the overall business direction of the Group. The Board provides stewardship to the Company and oversees the conduct of the business affairs of the Group’s operations and performance in achieving long term values to shareholders as well as other stakeholders of the Group.

The Company has established a Board Charter, to serve as a source of reference and primary guide to the Board and Senior Management as it sets out the roles, functions, composition, operation and processes of the Board and seeks to ensure that all Board members are fully aware of their duties and responsibilities. This also enables the Board to function effectively and with proper accountability. The Board Charter has outlined matters reserved for the Board’s deliberation and decision. This is to ensure that the powers and direction of the Company are vested in the Board.

The Board Charter is accessible on the Company’s website at [www.bmgreentech.com](http://www.bmgreentech.com).

To assist in the discharge of its stewardship role, the Board has delegated and conferred some of its authorities and powers to its Committees, namely the Audit Committee, Nomination Committee and Remuneration Committee. The demarcation of roles and responsibilities of the Board, Board Committees, Chairman and Group Managing Director, is summarised as follows:

#### BOARD

Responsible for the overall business direction and conduct of the Group’s business.

#### BOARD CHAIRMAN

Responsible for leadership of the Board, by ensuring effective conduct of the Board and effective communication with shareholders and stakeholders.

#### AUDIT COMMITTEE (“AC”)

Oversees matters relating to financial reporting, external audit, internal audit, related party transactions, conflict of interest situations and risk management.

#### NOMINATION COMMITTEE (“NC”)

Oversees matters pertaining to the structure, size and composition of the Board and Board Committees, including identifying and nominating candidates to fill Board/Board Committee vacancies and the annual evaluation of the Board, Board Committees and individual Directors.

#### REMUNERATION COMMITTEE (“RC”)

Reviews and recommends to the Board the remuneration of Directors and Senior Management to align with the long-term objectives, business strategy and performance of the Group.

#### GROUP MANAGING DIRECTOR

Responsible for ensuring efficiency and effectiveness of the Group’s operations, implementing policies, strategies and decisions adopted by the Board and highlighting material and relevant matters to the attention of the Board in an accurate, comprehensive and timely manner.

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The Board is led by Dr. Chia Song Kun, a Non-Independent Non-Executive Director, whereas the Group Managing Director position is held by Mr. Chia Lik Khai. The Group Managing Director shall undertake the role and function of Group Managing Director of BM GreenTech Group. There is a clear separation between the Chairman's role and the Group Managing Director's role to ensure a division of responsibilities and a balance of power, control and authority.

Whilst Dr. Chia Song Kun focuses on providing overall leadership to the Board, the Independent Audit Committee Chairman, namely Mr. Ng Swee Weng, provides checks and balances by leading the AC to independently oversees and scrutinises the Group's financial reporting and related matters, external and internal audits, related party transactions, including any conflict of interest situations and system of internal controls and risk management.

The Nomination Committee is chaired by an Independent Director, Mr. Ng Swee Weng, to lead the Nomination Committee to objectively and independently perform its duties, including overseeing matters pertaining to the structure, size and composition of the Board and Board Committees, identifying and nominating candidates to fill Board and Board Committee vacancies, conducting the annual evaluation of the Board, Board Committees and individual Directors, assessing the retiring directors to be re-elected at the Company's annual general meetings and overseeing Directors' training needs and succession planning.

The Board remains committed to conducting its business in accordance with the highest standards of business ethics and in compliance with all the relevant laws, rules and regulations. The Company has established a Code of Ethics which sets out the standards of conduct expected from the Directors and employees of the Group, to ensure an ethical culture and high standards of behaviour are cultivated and promoted at all levels of the Group.

To further fortify the Group's governance framework, a Whistleblower Policy has been formalised to enable internal and external stakeholders of the Group to raise in confidentiality any concerns relating to wrongful activities or possible breaches of laws within the Group. The Company's Code of Ethics and Whistleblower Policy are accessible on the Company's website at [www.bmgreentech.com](http://www.bmgreentech.com).

The Board members have unrestricted access to the Company Secretaries who provide sound governance advice to the Board, particularly on Corporate Governance issues and compliance with the relevant laws and regulatory requirements and policies and procedures.

The Board is committed to devoting sufficient time and effort in carrying out their duties and responsibilities, which include attending Board and Board Committee meetings. Details of the attendance of the Directors in office during the financial year under review are as follows:-

Directors	Designation	Meeting Attendance			
		Board	AC	NC	RC
Dr. Chia Song Kun	Non-Independent Non-Executive Chairman	7/8	4/5	2/2	2/3
Chia Lik Khai	Group Managing Director	8/8	-	-	-
Chia Seong Fatt	Alternate Director to Chia Lik Khai	8/8	-	-	-
Gan Chih Soon	Executive Director	7/8	-	-	-
Tee Seng Chun	Alternate Director to Gan Chih Soon	8/8	-	-	-
Ng Swee Weng	Independent Non-Executive Director	8/8	5/5	2/2	3/3
Datuk Wira Roslan Bin AB Rahman	Independent Non-Executive Director	7/8	4/5	2/2	3/3
Koh Ee Huei	Independent Non-Executive Director	8/8	5/5	2/2	3/3
Ko Chuan Zhen <sup>1</sup>	Executive Director	N/A	-	-	-
Oh Zhi Kang <sup>2</sup>	Alternate Director to Ko Chuan Zhen	N/A	-	-	-
Farah Deba Binti Mohamed Sofian <sup>3</sup>	Independent Non-Executive Director	N/A	N/A	N/A	N/A

Note:

1. Mr. Ko Chuan Zhen appointed as an Executive Director on 28 April 2025.
2. Mr. Oh Zhi Kang appointed as an Alternate Director to Ko Chuan Zhen on 28 April 2025.
3. Puan Farah Deba Binti Mohamed Sofian appointed as Independent Non-Executive Director and a member of Audit Committee, Remuneration Committee and Nomination Committee on 9 July 2025.

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The Board acknowledges the importance of continuous education and training programmes for its members to enable the effective discharge of its responsibilities and to be apprised on the changes to regulatory requirements and the impact of such regulatory requirements on the Group. The Company Secretaries circulate to the Board the relevant guidelines on statutory and regulatory requirements and any changes thereto and brief the Board on the updates at Board meetings.

Through the NC's annual evaluation of the Board, Board Committees and individual Directors, the Board also assessed the training needs of the Directors. During the financial year under review, the Directors attended various training programme, seminars, workshops, conferences and briefings on topics relevant to the industry and their roles. The details of which are as follows:-

Organisers	Training programmes, briefings, seminars, workshops and conferences attended
<b>Malaysian Institute of Accountants</b>	<ul style="list-style-type: none"> <li>• MIA International Accountants Conference 2024</li> </ul>
<b>Bursa Malaysia</b>	<ul style="list-style-type: none"> <li>• Building Sustainable Credibility : Assurance, Greenwashing and The Rise of Green-Hushing programme</li> <li>• Board Ethics : Growing Concerns From New Technology, Stakeholder Interests &amp; Conflict of Interest programme</li> </ul>
<b>ICDM</b>	<ul style="list-style-type: none"> <li>• Mandatory Accreditation Programme Part II: Leading for Impact (LIP)</li> </ul>
<b>Mah-Kamariyah &amp; Philip Koh</b>	<ul style="list-style-type: none"> <li>• Exposition of Legal Duties under Companies Act 2016 and Allied Regulatory Framework</li> </ul>
<b>Audit Oversight Board of Securities Commission Malaysia</b>	<ul style="list-style-type: none"> <li>• Oversight of Auditors of Public Listed Companies</li> </ul>

## II. Board Composition

The Board consists of eight (8) members, comprising three (3) Executive Directors, one (1) Non-Independent Non-Executive Director and four (4) Independent Non-Executive Directors. This fulfils the MCCG's recommendation that at least half the Board comprises Independent Directors. The Independent Directors play a crucial role in ensuring that Management's proposed strategies are thoroughly and objectively deliberated, challenged, and examined. They provide unbiased and independent judgment, always considering the best interests of the Company's shareholders and other stakeholders. They are essential for safeguarding minority shareholders' interests. They also enrich Board decision-making by providing an invaluable perspective of detached impartiality.

The assessment of the independence of each of the Independent Directors is undertaken annually according to the criteria as prescribed by the MCCG and the Listing Requirements.

The Board acknowledges that a rich mix of professional backgrounds, diverse skills, and extensive experience and knowledge is vital for driving the Group's comprehensive performance, encompassing both financial results and broader achievements. The current Board members bring a rich array of skills and experience, including areas such as boiler designing and manufacturing, business, finance, accountancy, auditing, law, education, agro-food, manufacturing, electrical, mechanical and agricultural engineering as well as the renewable energy sector.

Following FYE2025, the NC undertook assessment of Board candidates based on a comprehensive set of criteria. This evaluation considered each candidate's experience, knowledge, professionalism, personality, competency, integrity, independence, and availability (time commitment). The process is consistently guided by the criteria outlined in the Directors' Fit and Proper Policy.

The NC evaluated and recommended the appointment of Mr. Ko Chuan Zhen as Executive Director (with Mr. Oh Zhi Kang as his alternate) and Puan Farah Deba Binti Mohamed Sofian as an Independent Non-Executive Director. The Board subsequently approved these appointments on 28 April 2025 and 9 July 2025 respectively.

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The NC did not use external independent sources to identify these candidates. Instead, the NC was satisfied with the suitability of Mr. Ko Chuan Zhen (with Mr. Oh Zhi Kang as his alternate) and Puan Farah Deba Binti Mohamed Sofian, based on its internal assessment and their fulfillment of the Company's Fit and Proper Policy criteria. Puan Farah Deba Binti Mohamed Sofian, in her capacity as an Independent Non-Executive Director, has confirmed that she meets the independence criteria set out in the Main Market Listing Requirements (MMLR).

The Board, through the Nomination Committee, conducts an annual evaluation of the Board and Board Committees, to determine if the Board and Board Committees have the right composition, adequate information in decision making and have effectively discharged their duties and responsibilities. The individual Director also undertook a self and peer-assessment of their performance during the financial year under review.

A summary of key activities undertaken by the Nomination Committee in discharging its duties during the financial year under review is set out below:-

- Reviewed the mix of skills, integrity, competencies, experience, time commitment, contribution and other qualities required of the Board;
- Assessed the performance and effectiveness of the Board, Board Committees and individual Directors;
- Reviewed the composition of the Board and Board Committees;
- Reviewed the performance of the AC, NC and RC and its members;
- Assessed the independence of the Independent Directors where their tenure to serve on the Board shall not exceed a cumulative term limit of nine (9) years;
- Assessed the training needs of the Directors;
- Assessed the performance and fit and proper of the Directors who will be retiring at the Company's forthcoming AGM;
- Assessed the target and measures on gender diversity on the Board;
- Reviewed the Group's human capital development and talent management plan, including succession planning;
- Evaluated and recommended for the Board's approval on proposed candidates for appointment as Directors of the Company; and
- Reviewed and recommended for the Board's approval on the appointment of additional member of Audit Committee, Remuneration Committee and Nomination Committee.

Through these assessments, the Board is satisfied that the Board, Board Committees and individual Director are functioning effectively and collectively possess adequate knowledge and skills to meet the Company's needs.

### III. Re-election of Directors

In accordance to the Company's Constitution, one-third of the Directors or if their number is not three or multiples of three, then the number nearest to one-third shall retire from office by rotation, and are eligible for re-election at each annual general meeting ("AGM").

Directors retiring by rotation are determined on the basis of those who have been longest in office since their last re-election. Additional Directors appointed during the interval between two AGMs are also subject to retirement, and are eligible for re-election at the following AGM.

The Nomination Committee and Board of the Company have considered the annual performance assessment together with the fit and proper criteria set out in the Company's Fit and Proper Policy, for the retiring Directors namely, Dr Chia Song Kun and Mr. Gan Chih Soon (pursuant to Clause 76(3)), Mr. Ko Chuan Zhen and Puan Farah Deba Binti Mohamed Sofian (pursuant to Clause 78) (collectively, the 'Retiring Directors'). The Nomination Committee and Board have agreed that they met the criteria of character, experience, integrity, competence and time required to effectively discharge their roles as Directors.

The Board approved the Nomination Committee's recommendation that the Retiring Directors are eligible to stand for re-election at the AGM.

The Retiring Directors had abstained from deliberation and decision on their own eligibility and suitability to stand for re-election at the relevant Nomination Committee and Board meetings.

There are no Independent Directors who have served on the Board for nine (9) years.

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## IV. Remuneration

The Remuneration Committee is tasked to review and recommend the remuneration of the Directors and Senior Management for Board's approval. The criteria for determining the appropriate level of remuneration for Executive Directors and Senior Management includes the complexity of the Group's business and the individual's performances and responsibilities. In the case of Non-Executive Directors, the level of remuneration reflects the experience, expertise, level of responsibilities and time commitment undertaken by the respective Non-Executive Director.

The Board has adopted a remuneration policy for Directors and Senior Management of the Company that aimed to attract, motivate and retain individuals of high calibre and talent to drive the Company's business goals and strategies in the long-term. The Remuneration Policy is available on the Company's website at [www.bmgreentech.com](http://www.bmgreentech.com).

The Directors are required to abstain from deliberating and voting on their own remuneration at Board and/or Remuneration Committee Meetings.

The aggregate remuneration of Directors received from the Company and on Group basis for the financial year ended 31 March 2025 is as follows:-

Directors	Fees	Salaries	Bonuses	Other allowances/ emoluments	Benefits in-kind	Total
<b>Group (in RM)</b>						
<b>Non-Executive Director</b>						
Dr. Chia Song Kun	108,000	-	-	16,000	-	124,000
Ng Swee Weng	96,000	-	-	18,000	-	114,000
Datuk Wira Roslan Bin AB Rahman	84,000	-	-	16,000	-	100,000
Koh Ee Huei	84,000	-	-	18,000	-	102,000
Farah Deba Binti Mohamed Sofian <sup>(1)</sup>	-	-	-	-	-	-
<b>Executive Director<sup>(5)</sup></b>						
Chia Lik Khai	-	533,800	184,290	97,571	-	815,661
Gan Chih Soon	-	631,652	218,800	154,345	15,525	1,020,322
Tee Seng Chun	-	547,200	193,800	32,330	17,400	790,730
Chia Seong Fatt	24,000 <sup>(4)</sup>	-	-	-	-	24,000
Ko Chuan Zhen <sup>(2)</sup>	120,000 <sup>(2)</sup>	458,376 <sup>(2)</sup>	53,480 <sup>(2)</sup>	24,000 <sup>(2)</sup>	81,685 <sup>(2)</sup>	737,541 <sup>(2)</sup>
Oh Zhi Kang <sup>(3)</sup>	120,000 <sup>(3)</sup>	240,000 <sup>(3)</sup>	12,700 <sup>(3)</sup>	12,000 <sup>(3)</sup>	49,679 <sup>(3)</sup>	434,379 <sup>(3)</sup>
<b>Company (in RM)</b>						
<b>Non-Executive Director</b>						
Dr. Chia Song Kun	108,000	-	-	16,000	-	124,000
Ng Swee Weng	96,000	-	-	18,000	-	114,000
Datuk Wira Roslan Bin AB Rahman	84,000	-	-	16,000	-	100,000
Koh Ee Huei	84,000	-	-	18,000	-	102,000
Farah Deba Binti Mohamed Sofian <sup>(1)</sup>	-	-	-	-	-	-

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## Notes:

- (1) Puan Farah Deba Binti Mohamed Sofian appointed as an Independent Non-Executive Director and a member of Audit Committee, Remuneration Committee and Nomination Committee on 9 July 2025.
- (2) Mr. Ko Chuan Zhen appointed as Executive Director on 28 April 2025. Prior to his appointment as Executive Director of the Company, he received salaries, bonuses, etc. in his capacity as Director of the Company's subsidiary, Plus Xnergy Holding Sdn. Bhd. for the financial year ended 31 March 2025.
- (3) Mr. Oh Zhi Kang appointed as an Alternate Director to Ko Chuan Zhen on 28 April 2025. Prior to his appointment as Alternate Director of the Company, he received salaries, bonuses, etc. in his capacity as Director of the Company's subsidiary, Plus Xnergy Holding Sdn. Bhd. for the financial year ended 31 March 2025.
- (4) This refers to Director's fee paid to Mr. Chia Seong Fatt, in his capacity as Director of the Company's subsidiary, Boilermach Sdn. Bhd. He resigned as Director of Boilermach Sdn. Bhd., on 1 December 2024.
- (5) Salaries, bonuses, etc. for Executive Directors derived only from subsidiary.

The position of the top four (4) Senior Management of the Group is occupied by the four (4) Executive Directors of the Company, namely Mr. Chia Lik Khai, Mr. Gan Chih Soon, Mr. Tee Seng Chun and Mr. Ko Chuan Zhen. Details of their remuneration are as disclosed above. The 5th Senior Management personnel is Mr. Yong Hua Kong, the Managing Director of BM TEK Sdn. Bhd., the 60.23% owned subsidiary of the Company. His remuneration (comprising salary, benefits-in-kind and other emoluments) for the financial year ended 31 March 2025 which is provided herewith in bands of RM50,000 falls within the range of RM650,001 to RM700,000.

## Principle B:

## Effective Audit and Risk Management

### I. Audit Committee

The Board has established an Audit Committee to oversee matters relating to financial reporting, external and internal audit, internal controls, risk management, related party transactions and conflicts of interest situations.

The Audit Committee comprises five (5) members, of whom four (4) members, including the Audit Committee Chairman, are Independent Non-Executive Directors and one (1) member who is a Non-Independent Non-Executive Director. The requirements for the Audit Committee to consist of at least three (3) members, all of whom shall be non-executive with majority being Independent Directors and the requirement for the Audit Committee Chairman to be an Independent Director are set out in the Audit Committee's Terms of Reference.

The Audit Committee brings to the Board an independent and objective approach that safeguards the integrity of the Company's financial reporting, which includes ensuring the independence and quality of audit activities which are key to providing objective assurance to the Audit Committee in forming the basis for their recommendations to the Board.

The Audit Committee has also adopted a policy that requires a former partner to observe a cooling-off period of at least three (3) years before being appointed as a member of the Audit Committee and such policy has been incorporated in the Audit Committee's Terms of Reference.

In the annual assessment on the suitability, objectivity and independence of the external auditors, the Audit Committee is guided by the factors as prescribed under Paragraph 15.21 of the MMLR.

The performance of the Audit Committee and its members is evaluated annually by the Nomination Committee and the results are reported to the Board. The evaluation covers key aspects such as the members' independence and discharge of their duties under the Audit Committee's Terms of Reference. Based on the assessment for the financial year ended 31 March 2025, the Board was satisfied with the performance of the Audit Committee and its members. As disclosed earlier in this Statement, the Audit Committee members have attended various training programmes and seminars to broaden their knowledge and keep abreast with the relevant development and changes in laws, regulations, internal control systems and risk environment in which the Group operates.

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## II. Risk Management and Internal Control Framework

The Board has the overall responsibility for maintaining a sound system of risk management and internal control in the Group that provides reasonable assurance on the effective and efficient business operations, fair financial and other reporting, compliance with laws and regulations as well as internal procedures and guidelines.

The Board, through the Audit Committee, oversees the risk management matters of the Group, which include identifying, analysing, evaluating, managing, monitoring, treating and mitigating significant risks across the Group. In this respect, the Audit Committee and Board are assisted by the Risk Management Unit ("RMU"), a Management level working committee established to ensure the implementation of an effective management system and to review the adequacy and integrity of the Group's internal control and management information system.

Further information on the Group's risk management and internal control framework, as well as the activities carried out during the financial year under review and reporting processes can be referred to in the Statement on Risk Management and Internal Control of this Annual Report.

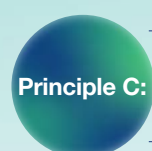
## III. Anti-Bribery and Anti-Corruption Policy

The Board has established an Anti-Bribery and Anti-Corruption Framework together with relevant Policies and Procedures in-line with the five (5) principles promulgated by the Guidelines on Adequate Procedures issued by the Prime Minister's Department pursuant to Section 17A of the Malaysian Anti-Corruption Commission Act 2009.

Through the Anti-Bribery and Anti-Corruption Policy, the Group communicates its stance and controls in combating bribery and corruption in its business operations to its Directors, employees, suppliers and business associates. The Anti-Bribery and Anti-Corruption Policy is accessible on the Company's website at [www.bmgreentech.com](http://www.bmgreentech.com).

## IV. Insider Trading

In efforts to prevent insider trading in the listed securities of BM GreenTech and to maintain the confidentiality of price sensitive information, the Board has adopted an Insider Trading Code. The Insider Trading Code contains general guidelines for all Directors and employees of BM GreenTech Group to avoid falling foul of insider trading laws and regulations. The Board is not aware of any incidence of insider trading in FY2025 and during the period from 1 April 2024 up to the last practical date for this statement.



Principle C:

## Integrity in Corporate Reporting and Meaningful Relationship with Stakeholders

### I. Engagement with Stakeholders

The Board recognises the importance of being transparent and accountable to the Company's stakeholders. The Board provides clear, comprehensive and timely information to stakeholders via various disclosures and announcements, including the quarterly and annual financial results which provide investors with up-to-date financial information of the Group. All the announcements and other information about the Company are available on the Company's website which shareholders, investors and the public may access via [www.bmgreentech.com](http://www.bmgreentech.com).

### II. Conduct of General Meetings

The Annual General Meeting ("AGM"), which is the principal forum for shareholders dialogue, allows shareholders to review the Group's performance via the Company's Annual Report and pose questions to the Board for clarification. Shareholders are encouraged to participate in deliberations at the AGM and seek clarification where needed. During the last AGM held on 12 September 2024, the Chairman provided ample time for the question and answer sessions. All the Directors together with the Group Managing Director and Management were present to respond to all queries raised.

In compliance with Practice 13.1 of the MCCG, Notice of the Company's forthcoming 15<sup>th</sup> AGM to be held on 25 August 2025 shall be issued at least 28 days prior to the AGM date to allow shareholders sufficient time to review the Company's Annual Report and explanatory notes supporting the resolutions proposed.

The Board deliberated, reviewed and approved this Corporate Governance Overview Statement on 9 July 2025.

# Other Disclosure Requirements

## 1. Utilisation of Proceeds from Corporate Proposals

On 29 October 2024, the Company completed the Private Placement of 90,312,918 ordinary shares at an issue price of RM1.35 per placement share. The Company raised RM121,922,439 in proceeds from this Private Placement exercise.

As at 30 June 2025, the status of utilisation of proceeds raised by the Company from Private Placement is as follows:

Details of utilisation	Proposed Utilisation RM'000	Actual Utilisation RM'000	Balance Available for Utilisation RM'000	Estimated Timeframe for Utilisation upon listing
Business expansion	100,000	-	100,000	Within 36 months
Working capital	19,972	(15,606)	4,366	Within 12 months
Estimated expenses for the Proposals	1,950	(1,950)	-	Within 1 month
<b>Total</b>	<b>121,922</b>	<b>(17,556)</b>	<b>104,366</b>	

## 2. Audit and Non-Audit Fees

The amount of audit fees and non-audit fees paid or payable to the external auditors for the financial year ended 31 March 2025 ("financial year") are as follows:

	Group (RM)	Company (RM)
Audit fees	693,671	172,541
Non-audit fees	292,000	256,000

## 3. Material contracts involving directors, chief executive who is not a director and major shareholders for the financial year

There were no material contracts entered into during the financial year by the Group involving directors' or major shareholders' interests. The Company does not have a chief executive who is not a director.

## 4. Material contracts relating to loans involving directors, chief executive who is not a director and major shareholders for the financial year

There were no contracts relating to loans involving directors' or major shareholders' interest.

## 5. Recurrent Related Party Transactions (RRPT) of a Revenue or Trading Nature

The shareholders had earlier approved the RRPT as set out in the circular dated 30 July 2024 during the Company's Annual General Meeting held on 12 September 2024.

The Company had on 9 July 2025 announced that the Company is seeking its shareholders' approval for the Proposed Renewal of Shareholders' Mandate for RRPT of a revenue or trading nature and Proposed New Shareholders' Mandate for additional RRPT of a revenue or trading nature at the Company's forthcoming 15<sup>th</sup> Annual General Meeting. The details of the RRPT entered into or to be entered by the Group with related parties are included in the Circular to Shareholders dated 25 July 2025 that is available on the Company's website at [www.bmgreentech.com](http://www.bmgreentech.com).

# Other Disclosure Requirements

## 5. Recurrent Related Party Transaction (RRPT) of a Revenue or Trading Nature

Details of the aggregate value of the RRPT made during the financial year are set out as below:-

Related parties	Nature of relationship	Nature of transaction	Aggregate value of RRPT for the financial year (RM'000)
QL Resources Berhad ("QL") Group and BM GreenTech Group <sup>(1)</sup>	QL is the ultimate holding company of BM GreenTech	Provision of engineering solutions and materials in relation to bio-energy systems and water treatment activities; and provision of photovoltaic system (solar power system) to QLB group of companies	7,813
EITA Resources Berhad ("EITA") Group and BM GreenTech Group <sup>(2)</sup>	A substantial shareholder of EITA is connected to directors of BM GreenTech Group	Purchase of boiler equipment, electronic equipment and maintenance services from EITA Group.	1,176
Primem Group and BM GreenTech Group <sup>(3)</sup>	A substantial shareholder of Primem Pte Ltd ("Primem") is a director of a subsidiary of BM GreenTech	Purchase of materials from Primem Group	1,296
MB Group and BM GreenTech Group <sup>(4)</sup>	Substantial shareholders of MB Group are connected to the Directors of BM GreenTech	Provision of engineering solutions and materials in relation to bio-energy systems and water treatment activities; and provision of photovoltaic system (solar power system) to MB Group	47

Notes:

- (1) Dr. Chia Song Kun and Chia Seong Fatt are deemed as "Interested Directors" and "Interested Major Shareholders" by virtue of their respective substantial shareholdings in QL Resources Berhad ("QL"), which held through CBG (L) Pte Ltd via CBG (L) Foundation and Farsathy Holdings Sdn. Bhd. respectively. QL is the ultimate holding company of BM GreenTech, held through its wholly-owned subsidiary QL Green Resources Sdn. Bhd. ("QLGR"). In addition, Chia Lik Khai is deemed as an "Interested Director" by virtue of his directorship in BM GreenTech, QLGR and QL.
- (2) Mr. Chia Seong Fatt is deemed interested in EITA, held through Ruby Technique Sdn. Bhd. via. his and his spouse's interest in Farsathy Holdings Sdn. Bhd.
- (3) Mr. Yong Hua Kong, a Director of TEK, is deemed as an "Interested Director" by virtue of his substantial shareholdings in Primem.
- (4) MB Group refers to M.B. Agriculture (Sabah) Sdn. Bhd. and M.B. Agriculture (Sandakan) Sdn. Bhd. Both M.B. Agriculture (Sabah) Sdn. Bhd. and M.B. Agriculture (Sandakan) Sdn. Bhd. are held by Imbangan Lestari Sdn. Bhd. (77.67%) and Farsathy Holdings Sdn. Bhd. (22.33%) respectively. Imbangan Lestari Sdn. Bhd. is a wholly-owned subsidiary of CBG (L) Foundation, an entity where Dr Chia Song Kun and person(s) connected to him have interests; Mr. Chia Seong Fatt is deemed interested in M.B. Agriculture (Sabah) Sdn. Bhd. and M.B. Agriculture (Sandakan) Sdn. Bhd. via. his and his spouse's interest in Farsathy Holdings Sdn. Bhd.

# Audit Committee Report

The Audit Committee comprises the following members:

Name	Designation	Directorship
Mr. Ng Swee Weng	Chairman	Independent Non-Executive Director
Dr. Chia Song Kun	Member	Non-Independent Non-Executive Director
Datuk Wira Roslan Bin AB Rahman	Member	Independent Non-Executive Director
Ms. Koh Ee Huei	Member	Independent Non-Executive Director
Puan Farah Deba Binti Mohamed Sofian <sup>1</sup>	Member	Independent Non-Executive Director

The Secretary to the Committee is the Company Secretary.

## Attendance at Meetings

During the financial year ended 31 March 2025 (“financial year”), the Audit Committee had convened five (5) meetings, attended by the members as follows:-

Name	Meeting Attendance
Mr. Ng Swee Weng	5/5
Dr. Chia Song Kun	4/5
Datuk Wira Roslan Bin AB Rahman	4/5
Ms. Koh Ee Huei	5/5
Puan Farah Deba Binti Mohamed Sofian <sup>1</sup>	N/A

Notes:

1. Puan Farah Deba Binti Mohamed Sofian appointed as an Independent Non-Executive Director and Member of Audit Committee on 9 July 2025.

# Audit Committee Report

## Summary of Works

The main activities undertaken by the Audit Committee during the financial year were as follows:

1. Reviewed the quarterly unaudited financial results and the audited financial statements before submission to the Board of Directors ("Board") for consideration and approval. Members of Senior Management were invited to attend meetings of the Audit Committee to brief and furnish the Audit Committee members with the relevant information and clarification pertaining to the quarterly unaudited financial results and the audited financial statements. The Audit Committee would ensure the financial statements of the Group complied with the requirements of the Companies Act 2016 and the applicable financial reporting standards. The External Auditors were also invited to attend Audit Committee meetings to update the Audit Committee members on the changes in major accounting policies and its subsequent implementation and to answer questions raised by the Audit Committee members during their meetings. The Audit Committee also deliberated on the audit opinion to be rendered by the External Auditors and the key audit matters to be reported.
2. Reviewed the related party transactions entered into by the Group, including the policies and procedures for reviewing recurrent related party transactions of a revenue or trading nature, to ensure that the transactions were fair and reasonable, not detrimental to the minority shareholders and were in the best interest of the Company.
3. Reviewed the operational and financial monitoring by Management of the subsidiaries of the Group.
4. Reviewed the External Auditors' audit plan for the financial year which comprised their scope of audit, audit methodology and timetable, areas of focus and fraud risk assessment prior to the commencement of their annual audit.
5. Reviewed the results of the audit and the Audit Report with the External Auditors.
6. Evaluated the External Auditors' independence, objectivity, effectiveness, performance, technical competency, sufficiency of resources, terms of engagement and reasonableness of audit fees, including taking into consideration the provision of audit and non-audit services by the External Auditors.
7. Reviewed the internal audit plan to ensure adequate scope and comprehensive coverage on the activities of the Group.
8. Reviewed the internal audit reports of the Group, which outlined the audit findings and recommendations for improvements on reported weaknesses to ensure that management action plans are taken to improve the systems of internal control based on the Internal Auditors' recommendations.
9. Reviewed the Group's internal control systems and principal risks identified by Management and Management's plans to manage these risks, including the adequacy of the Group's overall control environment and controls in selected areas representing significant financial and business risks.
10. Reviewed the Anti-Bribery and Corruption Policy and the Whistleblower Policy and Procedures by assessing the Group's existing governance, risk management, internal control systems and practices on prevention of corruption before recommendation to the Board for approval.
11. Reviewed the appropriateness of the proposed final dividend for the financial year as supported by the solvency statement and recommended to the Board accordingly.
12. Reviewed the Board's statements on compliance with the Malaysian Code on Corporate Governance, Audit Committee Report and Statement on Risk Management and Internal Control for inclusion in the annual report.

# Audit Committee Report

During the financial year, the Audit Committee had conducted the meetings with the External Auditors without the presence of the Executive Directors or Management, which allowed the auditors to discuss any issues arising from their audit assignment or any other matter which the External Auditors wanted to raise. There were no concerns from the external auditors and they conveyed that they had been receiving full cooperation from managers and staff.

At the Audit Committee (“AC”) Meeting held on 22 May 2025, the Committee reviewed the performance and independence of the external auditors. AC was satisfied with the suitability of the external auditors based on the quality of service and sufficiency of resources they provided to BM GreenTech Group. The AC also considered the information in the Annual Transparency Report presented by the external auditors with reference to the Guidance of MCCG for re-appointment of auditors. Upon completing its review, AC recommended to the Board for approval on the re-appointment as external auditors of BM GreenTech Group.

In line with the enhanced conflict of interest disclosure, the Audit Committee also reviewed the Group’s policies and procedures on conflict of interest to ensure that appropriate disclosures of Directors’ and key management personnel’s interests were made and updated.

The Audit Committee Report for the financial year ended 31 March 2025 was prepared and presented by the Audit Committee to the Board for approval on 9 July 2025.

## Internal Audit

The Group engaged an independent professional firm to provide internal audit services with the view of providing assurance to the Board on the adequacy of the Group’s internal control systems to safeguard the Group’s assets. The internal audit function reports directly to the Audit Committee. This function also serves as an avenue to improve current policies and procedures via the recommendation of the Internal Auditors.

The Audit Committee also reviewed the adequacy of the scope, functions, resources and competency of the internal audit functions and assessed the performance of the Internal Auditors in terms of their technical competencies and the manpower resources sufficiency and they have the necessary authority to carry out their work. The Audit Committee is of the opinion that the outsourced professional firm is independent and able to objectively carry out its role as internal auditors.

During the financial year ended 31 March 2025, the Internal Auditors had focused on the processes on certain areas of the Group: Boilermach Sdn. Bhd., PT Boilermach Manufacturing Indonesia - After Sales Service, and Tera Va Sdn. Bhd. - Project Management and Inventory Management; while having reviewed and assessed the adequacy of the internal controls systems in the subsidiary companies.

The Internal Auditors had issued their reports on the above to the Audit Committee detailing their findings and recommendations and Management’s responses to the findings and recommendations.

The total expenses incurred for the internal audit function was RM65,000 for financial year ended 31 March 2025 (RM48,000 for FY2024).

## Terms of Reference

The performance of the Audit Committee was assessed annually through self-evaluation and Nomination Committee had reviewed the results of such assessments before recommending them to the Board. The Board was satisfied that the Audit Committee has discharged its duties and responsibilities in accordance with the Terms of Reference of the Audit Committee.

The Terms of Reference of the Audit Committee is published on the Company’s website at [www.bmgreentech.com](http://www.bmgreentech.com).

# Statement on Risk Management and Internal Control

Paragraph 15.26 (b) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad requires the Board of Directors of a listed issuer to include in its Annual Report a statement about the state of risk management and internal control of the listed issuer as a group. Accordingly, the Board of Directors (“Board”) of BM GreenTech Berhad (“BM GreenTech” or “Company”) is pleased to provide the following statement which outlines the nature and scope of BM GreenTech and its subsidiaries (“Group”)’s risk management and internal control systems for the financial year ended 31 March 2025.

## Board’s Responsibility

The Board acknowledges its responsibility in maintaining a sound and robust system of risk management and internal control to safeguard shareholders’ investments and the Group’s assets. The Board is assisted by the Audit Committee to oversee and monitor the effectiveness of the Group’s risk management system. The Audit Committee meets on a quarterly basis, where principal risks identified and action plans to address the risks will be highlighted by the Risk Management Unit, a Management Committee. The Audit Committee then reports the same to the Board.

The Board and the Audit Committee have received assurance from the Executive Committee that the Group’s risk management and internal control system is operating adequately and effectively in all material aspects, based on the risk management and internal control systems of the Group.

In view of the limitations inherent in any system of risk management and internal control, the Board is aware that the system is designed to manage, rather than to eliminate, the risk of failure to achieve the Group’s corporate objectives. Accordingly, the system can only provide reasonable, but not absolute, assurance against material misstatement or loss.

## Risk Management and Internal Control Structure

Risk management and internal controls are regarded as an integral part of the Group’s business management processes. Some of the key elements of the Group’s risk management and internal control system are as follows:

- **Organisation structure**

The Group has established an organisational structure with formally defined lines of responsibility and delegation of authority, augmented by hierarchical reporting culminating in the Board. The organisational structure enables each department to focus on the respective roles and responsibilities assigned to them and enhances operational efficiency and effectiveness.

- **Code of Ethics**

The Group has a formalised Code of Ethics to provide a behavioral framework which sets out the Group’s standards of integrity, acceptable conduct and behavior. The Code of Ethics is communicated to all employees of the Group.

- **Policies and Procedures**

The Group has established policies and procedures for the Group’s core business units, which are clearly communicated to all relevant parties. These policies and procedures are reviewed and updated from time-to-time to adapt to the changing business environment.

# Statement on Risk Management and Internal Control

- **Business performance monitoring**

Business performance is monitored periodically, focusing on both financial and operational results. The Group's annual business plan and budget for all major business units is reviewed and approved by the Board. This plan sets out the key business objectives of the respective business units, the major risks and opportunities in the operations and ensuing action plans.

The Board receives Management's reports on business performance, which include action plans to address areas of concerns, if any. The Audit Committee assists the Board in reviewing quarterly financial results, which are approved by the Board before the same is announced to the regulators and the public.

The Managing Director and his fellow Executive Directors are actively involved in the day-to-day running of the major businesses, including having regular discussions with Senior Management personnel on operational issues.

The internal controls of the Group are further supported by formalised limits of authority for the various committees and personnel as designated. Support functions such as Finance and Internal Audit also play a vital role in the overall control and risk management processes of the Group. Matters beyond the formalised limits of authority for Management are referred upward to the Board for approval.

## Enterprise Risk Management ("ERM") Framework and Policy

The Board has established an ERM Framework and Policy to guide in the identification, assessment, evaluation, treatment and monitoring of principal risks to safeguard shareholders' investments and the Group's assets. The ERM framework is guided by the ISO 31000:2018. The ERM processes are as follows:

- **Risk identification**

This process involves the identification of key risks that could have a material negative impact on the Group's ability to achieve its objectives. During this process, risks are considered from both strategic and operational perspectives, as well as through various sources such as business operations, internal and external audit findings, customer complaints and incidents occurred.

- **Risk rating**

Risks identified are then assessed and ranked based on the severity of consequences and likelihood of occurrence, giving different risk rating to each identified risk. This allows risks to be prioritized and resources to be effectively used in managing the principal risks identified.

- **Risk treatment**

Risk treatment process includes actions, measures and strategies undertaken by Management to bring principal risks to an acceptable rating level. The implementation of risk treatment plans are generally the responsibility of the risk owners and risk delegates.

- **Risk monitoring**

Principal risks identified are monitored by risk owners and risk delegates to ensure the risk ratings remain relevant and that controls that have been put in place remain effective and adequate amidst changing circumstances and business environment. Any changes will be reported, and appropriate action plans will be devised with a view to realign the risk rating to an acceptable level.

The Group adopts a decentralised approach to risk management, whereby all employees take ownership and accountability for risks at their respective levels. The process of risk management and treatment is the responsibilities of the Heads of Department.

# Statement on Risk Management and Internal Control

## Internal Audit Function

The Group outsourced the internal audit function to an independent professional firm, which provides the Board, through the Audit Committee, with assurance on the adequacy and effectiveness of the Group's system of risk management and internal control.

The outsourced internal audit function adopts a risk based approach that focuses on the core activities of the Group for the purpose of identifying areas to be audited on a prioritised basis, vis-à-vis the business risks inherent in the core businesses concerned. The internal audit plan is tabled and approved by the Audit Committee. Action plans are taken by Management to address the observations raised in the internal audit reports, which are presented by the internal auditors to the Audit Committee and subsequently reported upward to the Board. The outsourced internal audit function also follows up on the status of Management's action plans on internal audit observations.

The costs incurred for the internal audit function in respect of the financial year ended 31 March 2025 amounted to approximately RM65,000.

## Review of the Statement on Risk Management and Internal Control

In accordance with Paragraph 15.23 of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, the Company's External Auditors have reviewed this Statement on Risk Management and Internal Control pursuant to the scope set out in Audit and Assurance Practice Guide ("AAPG") 3, Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control included in the Annual Report issued by the Malaysian Institute of Accountants for inclusion in the Company's Annual Report for the financial year ended 31 March 2025, and reported to the Board that nothing has come to their attention that caused them to believe that the statement intended to be included in this Annual Report, in all material respects:-

- (i) has not been prepared in accordance with the disclosures required by paragraphs 41 and 42 of the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers, or
- (ii) is factually inaccurate.

AAPG 3 does not require the External Auditors to consider whether the Statement on Risk Management and Internal Control covers all risks and controls, or to form an opinion on the adequacy and effectiveness of the Group's risk management and internal control system including the assessment and opinion by the Board and Management.

## Conclusion

The Board is of the view that the Group's risk management and internal control systems during the financial year under review up to the date of approval of this statement is adequate and effective to safeguard shareholders' investments, the Group's assets and the interests of customers, regulators and employees.

The Board is of the view that there were no material losses incurred by the Group during the financial year ended 31 March 2025 as a result of weaknesses in internal controls. The Group continues to take the necessary measures to strengthen the risk management processes and internal control environment of the Group.

The Group's system of internal control applies to BM GreenTech Berhad and its subsidiaries. Joint ventures and associated company have been excluded because the Group does not have full management and control over them.

This Statement on Risk Management and Internal Control was approved by the Board on 9 July 2025.

# Statement of Directors' Responsibilities

The Directors are required by the Companies Act 2016 to prepare financial statements for each financial year which have been made out in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 so as to give a true and fair view of the financial position of the Group and of the Company as of 31 March 2025 and of their financial performance and cash flows for the financial year then ended.

In preparing those financial statements, the Directors have:

- selected appropriate accounting policies and applied them consistently;
- made judgments and estimates that are reasonable and prudent;
- ensured applicable accounting standards have been followed;
- prepared financial statements on a going concern basis.

The Directors are responsible for ensuring proper accounting records are kept, which disclose with reasonable accuracy at any time the financial position of the Group and of the Company.

The Directors are also responsible for safeguarding the assets of the Group and of the Company by taking reasonable steps for the prevention and detection of fraud and other irregularities.

# Financial Statements

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# Directors' Report

The Directors have pleasure in submitting their report and the audited financial statements of the Group and of the Company for the financial year ended 31 March 2025.

## PRINCIPAL ACTIVITIES

The Company is principally engaged in the business of investment holding, whilst the principal activities of the subsidiaries are as stated in Note 6 to the financial statements. There has been no significant change in the nature of these activities during the financial year.

## ULTIMATE HOLDING COMPANY

The Company is a subsidiary of QL Resources Berhad, of which is incorporated in Malaysia, listed on the Main Market of Bursa Malaysia Securities Berhad and regarded by the Directors as the Company's ultimate holding company, during the financial year and until the date of this report.

## SUBSIDIARIES

The details of the Company's subsidiaries are disclosed in Note 6 to the financial statements.

## RESULTS

	Group RM	Company RM
Profit for the year attributable to:		
Owners of the Company	52,444,101	1,202,376
Non-controlling interests	2,191,373	-
	54,635,474	1,202,376

## RESERVES AND PROVISIONS

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

## DIVIDENDS

Since the end of the previous financial year, the Company declared a final single tier dividend of 2.25 sen per ordinary share totalling approximately RM11,610,000 in respect of the financial year ended 31 March 2024 on 29 July 2024 and paid on 30 September 2024.

A final single tier dividend has been recommended by the Directors in respect of the financial year ended 31 March 2025 of 2.75 sen per ordinary share totalling approximately RM18,914,400 subject to the approval of the members at the forthcoming Annual General Meeting of the Company.

# Directors' Report

## DIRECTORS OF THE COMPANY

Directors who served during the financial year until the date of this report are:

Dr. Chia Song Kun  
Chia Lik Khai  
Gan Chih Soon  
Ng Swee Weng  
Datuk Wira Roslan bin Abdul Rahman  
Koh Ee Huei  
Chia Seong Fatt (Alternate to Chia Lik Khai)  
Tee Seng Chun (Alternate to Gan Chih Soon)  
Ko Chuan Zhen (Appointed on 28 April 2025)  
Oh Zhi Kang (Alternate to Ko Chuan Zhen) (Appointed on 28 April 2025)  
Farah Deba binti Mohamed Sofian (Appointed on 9 July 2025)

## LIST OF DIRECTORS OF SUBSIDIARIES

Pursuant to Section 253(2) of the Companies Act 2016 in Malaysia, the list of Directors of the subsidiaries (excluding Directors who are also Directors of the Company) in office during the financial year and up to the date of the report is as follows:

Benja Boonyakitsombat  
Chia Khok Ping  
Hii Hiong Swee  
Law Chee Wong  
Leong Jit Min  
Leong Yew Cheong  
Liu Chuan Yew  
Yong Hua Kong  
Poh Tyng Huei^  
Silvia Sim Pei Yee^

^ Following the acquisition of Plus Xnergy Holding Sdn. Bhd. and its' group of companies on 29 October 2024.

## DIRECTORS' INTERESTS IN SHARES

The interests and deemed interests in the ordinary shares and warrants of the Company and of its related companies (other than wholly-owned subsidiaries) of those who were Director at financial year end (including the interest of the spouse and children of the Directors who themselves are not Directors of the Company) as recorded in the Register of Directors' Shareholdings are as follows:

	Number of ordinary shares				At 31.3.2025
	At 1.4.2024	Bonus Issue	Bought	Sold	
<b>Shareholdings in the Company which Directors have direct interests:</b>					
Dr. Chia Song Kun	400,000	-	-	-	<b>400,000</b>
Chia Lik Khai	500,000	-	5,000,000	-	<b>5,500,000</b>
Gan Chih Soon	20,674,140	-	-	-	<b>20,674,140</b>
Chia Seong Fatt	200,000	-	1,800,000	(400,000)	<b>1,600,000</b>
Tee Seng Chun	13,633,140	-	-	-	<b>13,633,140</b>

# Directors' Report

## DIRECTORS' INTERESTS IN SHARES (CONTINUED)

	Number of ordinary shares				At 31.3.2025
	At 1.4.2024	Bonus Issue	Bought	Sold	
<b>Shareholdings in the Company which Directors have deemed interests:</b>					
Dr. Chia Song Kun	271,263,106	-	93,022,218	-	<b>364,285,324</b>
Chia Seong Fatt	-	-	400,000	-	<b>400,000</b>
Tee Seng Chun	3,520,000	-	-	-	<b>3,520,000</b>
<b>Shareholdings in the ultimate holding company which Directors have direct interests:</b>					
Dr. Chia Song Kun	1,316,250	658,125	-	-	<b>1,974,375</b>
Chia Lik Khai	2,801,600	1,200,800	445,700	(400,000)	<b>4,048,100</b>
Chia Seong Fatt	390,000	195,000	-	-	<b>585,000</b>
<b>Shareholdings in the ultimate holding company which Directors have deemed interests:</b>					
Dr. Chia Song Kun	1,001,896,271	501,198,134	1,182,200	(1,931,100)	<b>1,502,345,505</b>
Chia Lik Khai	285,480	142,740	-	-	<b>428,220</b>
Gan Chih Soon	32,760	16,380	-	-	<b>49,140</b>
Chia Seong Fatt	288,808,579	144,654,289	557,855	(1,020,100)	<b>433,000,623</b>

	Number of warrants			
	At 1.4.2024	Granted	Sold	At 31.3.2025
Shareholdings in the Company which Directors have direct interests:				
Dr. Chia Song Kun	-	100,000	-	100,000
Chia Lik Khai	-	1,375,000	-	1,375,000
Gan Chih Soon	-	5,168,535	-	5,168,535
Chia Seong Fatt	-	500,000	-	500,000
Tee Seng Chun	-	3,408,285	-	3,408,285
Shareholdings in the Company which Directors have deemed interests:				
Dr. Chia Song Kun	-	90,632,681	-	90,632,681
Tee Seng Chun	-	880,000	-	880,000

By virtue of his interest in the shares of the Company, Dr. Chia Song Kun is also deemed interested in the shares of all subsidiaries disclosed in Note 6 to the financial statements to the extent that the Company has an interest.

None of the other Directors holding office at 31 March 2025 had any interest in the ordinary shares and warrants of the Company and of its related companies during the financial year.

# Directors' Report

## DIRECTORS' BENEFITS

Since the end of the previous financial year, no Director of the Company has received nor become entitled to receive any benefit (other than those shown in Directors' remuneration below and fixed salaries as full-time employee of the ultimate holding company and/or related companies) 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.

There were no arrangements during and at the end of the financial year which had the object of enabling Directors of the Company to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate.

## DIRECTORS' REMUNERATION

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

	Group RM	Company RM
Fees	396,000	372,000
Remuneration	2,661,788	68,000
Other short-term employee benefits (including estimated monetary value of benefits-in-kind)	32,925	-
	3,090,713	440,000

## ISSUE OF SHARES AND DEBENTURES

During the current financial year, the Company had issued 171,796,400 new ordinary shares pursuant to below:

- (i) 81,481,482 new ordinary shares at RM1.35 each and subsequently valued at RM1.76 each pursuant to acquisition of 100% equity interest in Plus Xenergy Holding Sdn. Bhd.;
- (ii) 90,312,918 new ordinary shares at RM1.35 each to immediate holding company, QL Green Resources Sdn. Bhd. pursuant to private placement exercise; and
- (iii) 2,000 new ordinary shares at RM1.88 each pursuant to the exercise of Warrants 2024/2027.

The new ordinary shares issued during the financial year rank pari passu in all respects with the existing ordinary shares of the Company. There were no other issuances of shares during the financial year.

There were no debentures issued during the financial year.

# Directors' Report

## OPTIONS GRANTED OVER UNISSUED SHARES

During the current financial year, the Company issued 171,948,590 warrants 2024/2027 on the basis of (1) one warrant for every (4) four existing shares held in the Company. The exercise price of the warrant is RM1.88 each. The warrants were listed on Bursa Malaysia Securities Berhad on 16 December 2024 and will expire on 10 December 2027.

As at 31 March 2025, the total number of Warrants 2024/2027 which remained unexercised was 171,946,590.

## INDEMNITY AND INSURANCE COSTS

The Directors and certain officers of the Group and of the Company are covered by Directors and Officers Liability Insurance for any liability incurred in the discharge of their duties. The insurance premium paid during the financial year amounted to approximately RM18,000.

There was no indemnity given to, or insurance effected for auditors of the Company during the financial year.

## OTHER STATUTORY INFORMATION

Before the financial statements of the Group and of the Company were made out, the Directors took reasonable steps to ascertain that:

- i) all known bad debts have been written off and adequate provision made for doubtful debts, and
- ii) any current assets which were unlikely to be realised in the ordinary course of business have been written down to an amount which they might be expected so to realise.

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

- i) that would render the amount written off for bad debts or the amount of the provision for doubtful debts in the Group and in the Company inadequate to any substantial extent, or
- ii) that would render the value attributed to the current assets in the financial statements of the Group and of the Company misleading, or
- iii) which have arisen which render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate, or
- iv) not otherwise dealt with in this report or the financial statements that would render any amount stated in the financial statements of the Group and of the Company misleading.

# Directors' Report

## OTHER STATUTORY INFORMATION (CONTINUED)

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

- i) any charge on the assets of the Group or of the Company that has arisen since the end of the financial year and which secures the liabilities of any other person, or
- ii) any contingent liability in respect of the Group or of the Company that has arisen since the end of the financial year.

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

In the opinion of the Directors, the financial performance of the Group and of the Company for the financial year ended 31 March 2025 have not been substantially affected by any item, transaction or event of a material and unusual nature nor has any such item, transaction or event occurred in the interval between the end of that financial year and the date of this report.

## SIGNIFICANT EVENTS

- (i) On 30 May 2024, a subsidiary of the Company, PT Boilermach ("PTBM") had received a Notice of Tax Underpaid Assessment (Surat Ketetapan Pajak Kurang Bayar ("SKPKB")) for Corporate Income Tax ("CIT") and Tax Collection Letter (Surat Tagihan Pajak ("STP")) for Value Added Tax ("VAT") for the financial year ended 31 March 2022. Additional assessment on CIT and VAT amounting to Rp17,085,367,544 (equivalent to RM5,161,500) and Rp1,526,936,679 (equivalent to RM461,300), respectively, has been paid by PTBM on 14 June 2024 with objection.

On 7 May 2025, PTBM received notification from the local tax authority, following the outcome of its objection, confirming a tax overpayment of Rp9,186,793,391 (equivalent to RM2,581,489). The refund were credited to PTBM's bank account on 4 June 2025.

- (ii) On 18 June 2024, the Company executed a legally binding term sheet with the shareholders of Plus Xnergy Holding Sdn. Bhd. ("PXH") in respect of the proposed acquisition of the entire equity interest in PXH comprising 66,600,000 ordinary shares in PXH for a purchase consideration of RM110,000,000 which shall be satisfied entirely by way of issuance and allotment of 81,481,482 ordinary shares at an issue price of RM1.35 per share.

On 29 October 2024, the Company completed the acquisition via the issuance and allotment of 81,481,482 ordinary shares of the Company at fair value of RM1.76 per share as below:

- a) 48,888,889 consideration shares, equivalent to approximately 60% of the total consideration shares, had been issued and allotted to the vendors on 29 October 2024; and
- b) the remaining 32,592,593 consideration shares, equivalent to approximately 40% of total consideration shares, had been issued and allotted to trustee company as a security for the profit guarantee of RM44,000,000 over 4 years.

Accordingly, PXH became a wholly owned subsidiary of the Group.

# Directors' Report

## AUDITORS' REMUNERATION

Auditors' remuneration of the Group and of the Company for the financial year ended 31 March 2025 were as follows:

	Group RM	Company RM
Audit fees		
- KPMG in Malaysia	576,400	148,000
- Overseas affiliates of KPMG in Malaysia	24,541	24,541
- Other auditors	92,730	-
Non-audit fees		
- KPMG in Malaysia	256,000	256,000
- Other auditors	36,000	-
	985,671	428,541

## AUDITORS

The auditors, KPMG PLT, have indicated their willingness to accept re-appointment.

Signed on behalf of the Board of Directors in accordance with a resolution of the Directors:

**Chia Lik Khai**  
Director

Date: 9 July 2025

**Gan Chih Soon**  
Director

# Statements of Financial Position

As at 31 March 2025

		Group		Company	
		2025	2024	2025	2024
	Note	RM	RM	RM	RM
ASSETS					
Property, plant and equipment	3	93,159,937	88,207,703	10,797,868	10,948,012
Investment properties	4	5,517,668	5,625,929	-	-
Intangible assets	5	68,997,504	5,831,378	-	-
Investments in subsidiaries	6	-	-	221,545,400	80,038,012
Investment in an associate	7	1,309,799	-	-	-
Investments in joint ventures	8	19,723,279	-	-	-
Deferred tax assets	9	18,034,578	8,855,033	-	-
Finance lease receivables	10	2,221,353	-	-	-
Trade receivables	11	1,989,702	3,246,283	-	-
Total non-current assets		210,953,820	111,766,326	232,343,268	90,986,024
Inventories	12	85,775,881	68,360,872	-	-
Contract assets	13.1	60,384,814	43,640,966	-	-
Contract costs	13.2	2,632,208	1,862,706	-	-
Current tax assets		3,927,421	587,325	247,297	113,021
Finance lease receivables	10	2,005,312	-	-	-
Trade and other receivables	11	145,523,284	107,791,772	8,134,802	15,626,790
Prepayments	14	21,219,738	7,421,544	86,639	48,036
Derivative financial assets	15	8,024	74,921	-	-
Cash and cash equivalents	16	284,808,332	78,088,478	122,180,988	1,094,777
Total current assets		606,285,014	307,828,584	130,649,726	16,882,624
Total assets		817,238,834	419,594,910	362,992,994	107,868,648
EQUITY					
Share capital		316,808,373	51,600,000	316,808,373	51,600,000
Reserves		245,313,438	209,941,240	45,673,191	56,080,815
Equity attributable to owners of the Company	17	562,121,811	261,541,240	362,481,564	107,680,815
Non-controlling interests		16,445,201	15,176,054	-	-
Total equity		578,567,012	276,717,294	362,481,564	107,680,815

# Statements of Financial Position

As at 31 March 2025

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
<b>LIABILITIES</b>					
Loans and borrowings	18	8,035,023	2,489,938	-	-
Lease liabilities		1,658,098	520,552	-	-
Contract liabilities	13.1	3,584,276	-	-	-
Employee benefits	19	676,528	482,933	-	-
Deferred tax liabilities	9	2,507,929	1,356,661	183,487	116,681
<b>Total non-current liabilities</b>		<b>16,461,854</b>	<b>4,850,084</b>	<b>183,487</b>	<b>116,681</b>
Loans and borrowings	18	4,972,363	650,389	-	-
Lease liabilities		827,324	412,582	-	-
Trade and other payables	20	104,627,966	66,966,002	327,943	71,152
Contract liabilities	13.1	105,899,587	65,170,758	-	-
Derivative financial liabilities	15	801,294	31,280	-	-
Current tax liabilities		5,081,434	4,796,521	-	-
<b>Total current liabilities</b>		<b>222,209,968</b>	<b>138,027,532</b>	<b>327,943</b>	<b>71,152</b>
<b>Total liabilities</b>		<b>238,671,822</b>	<b>142,877,616</b>	<b>511,430</b>	<b>187,833</b>
<b>Total equity and liabilities</b>		<b>817,238,834</b>	<b>419,594,910</b>	<b>362,992,994</b>	<b>107,868,648</b>

The notes on pages 104 to 169 are an integral part of these financial statements.

# Statements of Profit or Loss and Other Comprehensive Income

For the year ended 31 March 2025

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
<b>Revenue</b>	21	<b>561,637,506</b>	440,303,299	<b>4,396,574</b>	9,117,259
Cost of sales		<b>(423,064,376)</b>	(349,947,334)	-	-
<b>Gross profit</b>		<b>138,573,130</b>	90,355,965	<b>4,396,574</b>	9,117,259
Other income		<b>7,025,857</b>	2,127,614	<b>1,901,589</b>	378,537
Administrative expenses		<b>(60,276,815)</b>	(33,005,404)	<b>(3,032,841)</b>	(905,647)
Distribution expenses		<b>(5,548,745)</b>	(5,074,221)	-	-
Other expenses		<b>(7,888,302)</b>	(7,073,090)	<b>(2,868,571)</b>	(225,442)
<b>Results from operating activities</b>	22	<b>71,885,125</b>	47,330,864	<b>396,751</b>	8,364,707
Finance costs	23	<b>(743,726)</b>	(301,376)	<b>(9,244)</b>	(8,822)
Finance income	24	<b>2,239,373</b>	821,840	<b>1,072,409</b>	1,094,417
Share of profits of equity-accounted associate and joint ventures, net of tax		<b>179,132</b>	-	-	-
<b>Profit before tax</b>		<b>73,559,904</b>	47,851,328	<b>1,459,916</b>	9,450,302
Tax expense	25	<b>(18,924,430)</b>	(12,311,864)	<b>(257,540)</b>	(224,692)
<b>Profit for the year</b>		<b>54,635,474</b>	35,539,464	<b>1,202,376</b>	9,225,610
<b>Other comprehensive (expense)/income, net of tax</b>					
<b>Items that will not be reclassified subsequently to profit or loss</b>					
Remeasurement of defined benefit liability		<b>(17,278)</b>	8,263	-	-
<b>Items that are or may be reclassified subsequently to profit or loss</b>					
Cash flow hedge		<b>(934,863)</b>	(218,423)	-	-
Foreign currency translation differences for foreign operations		<b>(4,509,762)</b>	263,345	-	-
		<b>(5,444,625)</b>	44,922	-	-
<b>Other comprehensive (expense)/income for the year, net of tax</b>		<b>(5,461,903)</b>	53,185	-	-
<b>Total comprehensive income for the year</b>		<b>49,173,571</b>	35,592,649	<b>1,202,376</b>	9,225,610
<b>Profit attributable to:</b>					
Owners of the Company		<b>52,444,101</b>	33,637,537	<b>1,202,376</b>	9,225,610
Non-controlling interests		<b>2,191,373</b>	1,901,927	-	-
<b>Profit for the year</b>		<b>54,635,474</b>	35,539,464	<b>1,202,376</b>	9,225,610
<b>Total comprehensive income attributable to:</b>					
Owners of the Company		<b>46,982,198</b>	33,690,722	<b>1,202,376</b>	9,225,610
Non-controlling interests		<b>2,191,373</b>	1,901,927	-	-
<b>Total comprehensive income for the year</b>		<b>49,173,571</b>	35,592,649	<b>1,202,376</b>	9,225,610
<b>Basic and diluted earnings per ordinary share (sen)</b>	26	<b>8.91</b>	6.52		

The notes on pages 104 to 169 are an integral part of these financial statements.

# Consolidated Statement of Changes In Equity

For the year ended 31 March 2025

Attributable to owners of the Company  
Non-distributable Distributable

Group	Note	Share capital RM	Merger deficit RM	Hedging reserve RM	Translation reserve RM	Defined benefit reserve RM	Retained earnings RM	Total RM	Non-controlling interests RM	Total equity RM
<b>At 1 April 2023</b>		51,600,000	(21,809,998)	-	(144,152)	16,186	207,218,482	236,880,518	14,011,908	250,892,426
Cash flow hedge		-	-	(218,423)	-	-	-	(218,423)	-	(218,423)
Foreign currencies translation differences for foreign operations		-	-	-	263,292	53	-	263,345	-	263,345
Remeasurement of defined benefit liability		-	-	-	-	8,263	-	8,263	-	8,263
Total other comprehensive (expense)/income for the year		-	-	(218,423)	263,292	8,316	-	53,185	-	53,185
Profit for the year		-	-	-	-	-	33,637,537	33,637,537	1,901,927	35,539,464
<b>Total comprehensive (expense)/income for the financial year</b>		-	-	(218,423)	263,292	8,316	33,637,537	33,690,722	1,901,927	35,592,649
<i>Distributions to owners of the Company</i>										
- Dividend to owners of the Company	27	-	-	-	-	-	(9,030,000)	(9,030,000)	-	(9,030,000)
- Dividend to non-controlling interests		-	-	-	-	-	-	-	(737,781)	(737,781)
<b>Total transactions with owners of the Company</b>		-	-	-	-	-	(9,030,000)	(9,030,000)	(737,781)	(9,767,781)
<b>At 31 March 2024</b>		51,600,000	(21,809,998)	(218,423)	119,140	24,502	231,826,019	261,541,240	15,176,054	276,717,294

Note 17.1 Note 17.2 Note 17.3 Note 17.4 Note 17.5

# Consolidated Statement of Changes in Equity

For the year ended 31 March 2025

<div>Attributable to owners of the Company</div>											
<div>Non-distributableDistributable</div>											
Group	Note	Share capital RM	Merger deficit RM	Hedging reserve RM	Translation reserve RM	Defined benefit reserve		Retained earnings RM	Non-controlling interests		Total equity RM
						RM	RM		RM	RM	
At 1 April 2024		51,600,000	(21,809,998)	(218,423)	119,140	24,502	231,826,019	261,541,240	15,176,054	276,717,294	
Cash flow hedge		-	-	(934,863)	-	-	-	(934,863)	-	(934,863)	
Foreign currency translation differences for foreign operations		-	-	-	(4,508,095)	(1,667)	-	(4,509,762)	-	(4,509,762)	
Remeasurement of defined benefit liability		-	-	-	-	(17,278)	-	(17,278)	-	(17,278)	
Total other comprehensive expense for the year		-	-	(934,863)	(4,508,095)	(18,945)	-	(5,461,903)	-	(5,461,903)	
Profit for the year		-	-	-	-	-	52,444,101	52,444,101	2,191,373	54,635,474	
Total comprehensive (expense)/income for the financial year		-	-	(934,863)	(4,508,095)	(18,945)	52,444,101	46,982,198	2,191,373	49,173,571	
Distributions to owners of the Company											
- Dividend to owners of the Company	27	-	-	-	-	-	(11,610,000)	(11,610,000)	-	(11,610,000)	
- Dividend to non-controlling interests		-	-	-	-	-	-	-	(922,226)	(922,226)	
Shares issued pursuant to:											
- Acquisition of subsidiaries		143,407,408	-	-	-	-	-	143,407,408	-	143,407,408	
- Private placement		121,922,439	-	-	-	-	-	121,922,439	-	121,922,439	
- Exercise of Warrants 2024/2027		3,760	-	-	-	-	-	3,760	-	3,760	
Shares issuance expenses		(125,234)	-	-	-	-	-	(125,234)	-	(125,234)	
Total transactions with owners of the Company		265,208,373	-	-	-	-	(11,610,000)	253,598,373	(922,226)	252,676,147	
At 31 March 2025		316,808,373	(21,809,998)	(1,153,286)	(4,388,955)	5,557	272,660,120	562,121,811	16,445,201	578,567,012	
		Note 17.1	Note 17.2	Note 17.3	Note 17.4	Note 17.5					

The notes on pages 104 to 169 are an integral part of these financial statements.

# Statement of Changes in Equity

For the year ended 31 March 2025

Company	Note	Attributable to owners of the Company		
		Non-distributable	Distributable	Total equity
		Share capital RM	Retained earnings RM	
<b>At 1 April 2023</b>		51,600,000	55,885,205	107,485,205
<b>Profit and total comprehensive income for the year</b>		-	9,225,610	9,225,610
<i>Distribution to owners of the Company</i>				
- Dividend to owners of the Company	27	-	(9,030,000)	(9,030,000)
<b>Total transactions with owners of the Company</b>		-	(9,030,000)	(9,030,000)
<b>At 31 March 2024/1 April 2024</b>		<b>51,600,000</b>	<b>56,080,815</b>	<b>107,680,815</b>
<b>Profit and total comprehensive income for the year</b>		-	1,202,376	1,202,376
<i>Distribution to owners of the Company</i>				
- Dividend to owners of the Company	27	-	(11,610,000)	(11,610,000)
<i>Shares issued pursuant to:</i>				
- Acquisition of subsidiaries		143,407,408	-	143,407,408
- Private placement		121,922,439	-	121,922,439
- Exercise of Warrants 2024/2027		3,760	-	3,760
<i>Shares issuance expenses</i>		(125,234)	-	(125,234)
<b>Total transactions with owners of the Company</b>		<b>265,208,373</b>	<b>(11,610,000)</b>	<b>253,598,373</b>
<b>At 31 March 2025</b>		<b>316,808,373</b>	<b>45,673,191</b>	<b>362,481,564</b>

Note 17.1

The notes on pages 104 to 169 are an integral part of these financial statements.

# Statements of Cash Flows

For the year ended 31 March 2025

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>					
Profit before tax		<b>73,559,904</b>	47,851,328	<b>1,459,916</b>	9,450,302
<i>Adjustments for:</i>					
Amortisation of intangible assets	5	<b>1,443,191</b>	-	-	-
Depreciation of:					
- property, plant and equipment	3	<b>5,947,151</b>	5,371,529	<b>150,144</b>	150,145
- investment properties	4	<b>108,261</b>	108,261	-	-
Dividend income		-	-	<b>(4,396,574)</b>	(9,117,259)
Employee benefits	19	<b>231,810</b>	143,926	-	-
Fair value gain on derivatives		<b>(97,953)</b>	(262,064)	-	-
Finance costs	23	<b>743,726</b>	301,376	<b>9,244</b>	8,822
Finance income	24	<b>(2,239,373)</b>	(821,840)	<b>(1,072,409)</b>	(1,094,417)
Gain on disposal of property, plant and equipment		<b>(95,434)</b>	(142,739)	-	-
Gain on termination of lease contracts		<b>(1,557)</b>	(175)	-	-
Loss/(Gain) on unrealised foreign exchange		<b>1,012,827</b>	(480,685)	<b>2,202,757</b>	(310,211)
Income distribution on liquid investments		<b>(3,596,339)</b>	(432,375)	<b>(1,901,589)</b>	(60,206)
Inventories written down		<b>2,630,933</b>	698,874	-	-
Inventories written off		<b>34,291</b>	30,292	-	-
Property, plant and equipment written off	3	<b>111,640</b>	1,372	-	-
Net (reversal)/impairment loss on:					
- contract assets		<b>(138,923)</b>	80,908	-	-
- financial assets		<b>(2,592,048)</b>	2,120,522	<b>469,000</b>	43,727
Share of associate and joint ventures' profit		<b>(179,132)</b>	-	-	-
<b>Operating profit/(loss) before changes in working capital</b>		<b>76,882,975</b>	54,568,510	<b>(3,079,511)</b>	(929,097)
Changes in working capital:					
Inventories		<b>2,069,602</b>	(4,456,010)	-	-
Trade and other receivables and prepayments		<b>(7,599,322)</b>	(5,617,501)	<b>(33,568)</b>	(16,764)
Contract assets		<b>(2,860,933)</b>	9,292,544	-	-
Contract costs		<b>(769,502)</b>	(1,012,837)	-	-
Finance lease receivables		<b>792,830</b>	-	-	-
Trade and other payables, including derivatives		<b>23,834,964</b>	3,482,610	<b>257,468</b>	(22,775)
Contract liabilities		<b>9,603,641</b>	(5,849,003)	-	-
<b>Cash generated from/(used in) operations</b>		<b>101,954,255</b>	50,408,313	<b>(2,855,611)</b>	(968,636)

# Statements of Cash Flows

For the year ended 31 March 2025

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
<b>Cash generated from/(used in) operations (continued)</b>		<b>101,954,255</b>	50,408,313	<b>(2,855,611)</b>	(968,636)
Interest paid		(72,356)	(33,819)	-	-
Employee benefit paid		-	(39,283)	-	-
Tax paid		(27,162,108)	(10,804,702)	<b>(421,068)</b>	(254,823)
<b>Net cash from/(used in) operating activities</b>		<b>74,719,791</b>	39,530,509	<b>(3,276,679)</b>	(1,223,459)
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>					
Acquisition of property, plant and equipment	(i)	<b>(3,059,600)</b>	(2,035,130)	-	-
Acquisition of subsidiaries	32	<b>11,136,980</b>	-	-	-
Advances to subsidiaries		-	-	<b>2,194,793</b>	621,503
Change in pledged deposits		<b>1,713,679</b>	(5,067)	-	-
Dividends received		-	-	<b>9,396,574</b>	5,117,259
Interest received		<b>2,069,333</b>	652,808	<b>690,824</b>	1,619,110
Income distribution on liquid investments		<b>3,596,339</b>	432,375	<b>1,901,589</b>	60,206
Proceeds from disposal of property, plant and equipment		<b>183,759</b>	241,197	-	-
<b>Net cash from/(used in) investing activities</b>		<b>15,640,490</b>	(713,817)	<b>14,183,780</b>	7,418,078
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>					
Dividends paid to:					
- non-controlling interests		<b>(922,226)</b>	(737,781)	-	-
- owners of the Company		<b>(11,610,000)</b>	(9,030,000)	<b>(11,610,000)</b>	(9,030,000)
Interest paid		<b>(518,035)</b>	(185,986)	<b>(9,244)</b>	(8,822)
Repayment of:					
- term loans	(iv)	<b>(6,724,799)</b>	(443,789)	-	-
- revolving credits	(iv)	<b>(3,548,884)</b>	-	-	-
- hire purchase liabilities	(iv)	<b>(209,298)</b>	(245,421)	-	-
Payment of lease liabilities	(iv)	<b>(615,510)</b>	(426,132)	-	-
Share issuance expenses		<b>(125,234)</b>	-	<b>(125,234)</b>	-
Proceeds from issuance of shares via:					
- private placement		<b>121,922,439</b>	-	<b>121,922,439</b>	-
- exercise of warrants 2024/2027		<b>3,760</b>	-	<b>3,760</b>	-
<b>Net cash from/(used in) financing activities</b>		<b>97,652,213</b>	(11,069,109)	<b>110,181,721</b>	(9,038,822)
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>188,012,494</b>	27,747,583	<b>121,088,822</b>	(2,844,203)
Effect of exchange rate fluctuations on cash held		<b>(2,675,626)</b>	307,256	<b>(2,611)</b>	-
Cash and cash equivalents at 1 April 2024/2023		<b>77,893,733</b>	49,838,893	<b>1,094,777</b>	3,938,980
<b>Cash and cash equivalents at 31 March</b>	(ii)	<b>263,230,601</b>	77,893,732	<b>122,180,988</b>	1,094,777

# Statements of Cash Flows

For the year ended 31 March 2025

## NOTES TO THE STATEMENTS OF CASH FLOWS

### (i) Acquisition of property, plant and equipment

During the financial year, the Group made the following cash payments to acquire property, plant and equipment:

	Group	
	2025 RM	2024 RM
Acquisition of property, plant and equipment	5,091,065	2,616,841
Right-of-use assets addition	(890,499)	(293,811)
Acquired by means of financing	(1,140,966)	(287,900)
Cash outflows on acquisition of property, plant and equipment	3,059,600	2,035,130

### (ii) Cash and cash equivalents

Cash and cash equivalents included in the statements of cash flows comprise the following statements of financial position amounts:

		Group		Company	
	Note	2025 RM	2024 RM	2025 RM	2024 RM
Cash and bank balances		28,918,721	35,680,122	1,189,656	27,555
Deposits placed with licensed banks		54,862,394	16,993,006	-	-
Liquid investments		201,027,217	25,415,350	120,991,332	1,067,222
	16	284,808,332	78,088,478	122,180,988	1,094,777
Less: Pledged deposits	16.1	(21,577,731)	(194,746)	-	-
		263,230,601	77,893,732	122,180,988	1,094,777

### (iii) Cash outflows for leases as a lessee

		Group	
	Note	2025 RM	2024 RM
<b>Included in net cash from operating activities:</b>			
Payment relating to short-term leases	22	630,688	411,817
Payment relating to leases of low-value assets	22	51,191	55,370
Interest paid in relation to lease liabilities	23	72,356	33,819
		754,235	501,006
<b>Included in net cash from financing activities:</b>			
Payment of lease liabilities		615,510	426,132
<b>Total cash outflows for leases</b>		<b>1,369,745</b>	<b>927,138</b>

# Statements of Cash Flows

For the year ended 31 March 2025

## NOTES TO THE STATEMENT OF CASH FLOWS (CONTINUED)

### (iv) Reconciliations of movement of liabilities to cash flows arising from financing activities

Group	At 1 April 2023 RM	Net changes from financing cash flows RM	Additions RM	Remeasure- ment RM	Termination of lease contracts RM	At 31 March 2024/ 1 April 2024 RM	Net changes from financing cash flows RM	Changes arising from acquisition of subsidiaries RM	Additions RM	Remeasure- ment RM	Termination of lease contracts RM	At 31 March 2025 RM
Term loans	2,853,843	(443,789)	-	-	-	2,410,054	(6,724,799)	13,887,652	-	-	-	9,572,907
Revolving credits	-	-	-	-	-	-	(3,548,884)	5,048,884	-	-	-	1,500,000
Hire purchase liabilities	687,794	(245,421)	287,900	-	-	730,273	(209,298)	272,538	1,140,966	-	-	1,934,479
Lease liabilities	715,597	(426,132)	293,811	358,077	(8,219)	933,134	(615,510)	870,125	890,499	461,512	(54,338)	2,485,422
Total liabilities from financing activities	4,257,234	(1,115,342)	581,711	358,077	(8,219)	4,073,461	(11,098,491)	20,079,199	2,031,465	461,512	(54,338)	15,492,808

# Notes to the Financial Statements

BM GreenTech Berhad is a public limited liability company, incorporated and domiciled in Malaysia and is listed on the Main Market of Bursa Malaysia Securities Berhad. The addresses of the registered office and principal place of business of the Company are as follows:

## **Registered office**

Unit 30-01, Level 30, Tower A  
Vertical Business Suite  
Avenue 3, Bangsar South  
No.8, Jalan Kerinchi  
59200 Kuala Lumpur

## **Principal place of business**

Lot 875, Jalan Subang 8  
Taman Perindustrian Subang  
47620 Subang Jaya  
Selangor Darul Ehsan

The consolidated financial statements of the Company as at and for the financial year ended 31 March 2025 comprise the Company and its subsidiaries (together referred to as the “Group” and individually referred to as “Group entities”) and the Group’s interests in associate and joint ventures. The financial statements of the Company as at and for the financial year ended 31 March 2025 do not include other entities.

The Company is principally engaged in the business of investment holding, whilst the principal activities of the subsidiaries are as stated in Note 6 to the financial statements. There has been no significant change in the nature of these activities during the financial year.

The immediate and ultimate holding companies are QL Green Resources Sdn. Bhd. and QL Resources Berhad respectively. Both companies are incorporated in Malaysia. The ultimate holding company is listed on the Main Market of Bursa Malaysia Securities Berhad.

These financial statements were authorised for issue by the Board of Directors on 9 July 2025.

## **1. BASIS OF PREPARATION**

### **(a) Statement of compliance**

The financial statements of the Group and of the Company have been prepared in accordance with MFRS Accounting Standards as issued by the Malaysian Accounting Standards Board (“MFRS Accounting Standards”), IFRS Accounting Standards as issued by the International Accounting Standards Board (“IFRS Accounting Standards”) and the requirements of the Companies Act 2016 in Malaysia.

# Notes to the Financial Statements

## 1. BASIS OF PREPARATION (CONTINUED)

### (a) Statement of compliance (continued)

#### (i) FINANCIAL REPORTING STANDARDS ADOPTED DURING THE YEAR

The following are accounting standards, interpretations and amendments of the MFRS Accounting Standards that have been issued by the Malaysian Accounting Standards Board (“MASB”) that are applicable had been adopted by the Group and the Company from 1 April 2024:

***MFRS Accounting Standards, interpretations and amendments effective for annual periods beginning on or after 1 January 2024***

- Amendments to MFRS 16, *Leases – Lease Liability in a Sale and Leaseback*
- Amendments to MFRS 101, *Presentation of Financial Statements – Non-current Liabilities with Covenants and Classification of Liabilities as Current or Non-current*
- Amendments to MFRS 107, *Statement of Cash Flows* and MFRS 7, *Financial Instruments: Disclosures – Supplier Finance Arrangements*

The adoption of these amendments does not have any material financial impact to the Group and the Company.

#### (ii) FINANCIAL REPORTING STANDARDS ISSUED AND YET TO BE EFFECTIVE DURING THE YEAR

The following accounting standards, interpretations and amendments of the MFRS Accounting Standards that have been issued by the MASB but have not been adopted by the Group and the Company:

***MFRS Accounting Standards, interpretations and amendments effective for annual periods beginning on or after 1 January 2025***

- Amendments to MFRS 121, *The Effects of Changes in Foreign Exchange Rates – Lack of Exchangeability*

***MFRS Accounting Standards, interpretations and amendments effective for annual periods beginning on or after 1 January 2026***

- Amendments to MFRS 9, *Financial Instruments* and MFRS 7, *Financial Instruments: Disclosures – Classification and Measurement of Financial Instruments*
- Amendments that are part of Annual Improvements – Volume 11:
  - Amendments to MFRS 1, *First-time Adoption of Malaysian Financial Reporting Standards*
  - Amendments to MFRS 7, *Financial Instruments: Disclosures*
  - Amendments to MFRS 9, *Financial Instruments*
  - Amendments to MFRS 10, *Consolidated Financial Statements*
  - Amendments to MFRS 107, *Statement of Cash Flows*
- Amendments to MFRS 9, *Financial Instruments* and MFRS 7, *Financial Instruments: Disclosures – Contracts Referencing Nature-dependent Electricity*

***MFRS Accounting Standards, interpretations and amendments effective for annual periods beginning on or after 1 January 2027***

- MFRS 18, *Presentation and Disclosure in Financial Statements*
- MFRS 19, *Subsidiaries without Public Accountability: Disclosures*

# Notes to the Financial Statements

## 1. BASIS OF PREPARATION (CONTINUED)

### (a) Statement of compliance (continued)

#### (ii) FINANCIAL REPORTING STANDARDS ISSUED AND YET TO BE EFFECTIVE DURING THE YEAR (continued)

##### ***MFRS Accounting Standards, interpretations and amendments effective for annual periods beginning on or after a date yet to be confirmed***

- Amendments to MFRS 10, *Consolidated Financial Statements* and MFRS 128, *Investments in Associates and Joint Ventures – Sale or Contribution of Assets between an Investor and its Associate or Joint Venture*

The Group and the Company plan to apply the abovementioned accounting standards, interpretations and amendments:

- from the annual period beginning on 1 April 2025 for those amendments that are effective for annual periods beginning on or after 1 January 2025;
- from the annual period beginning on 1 April 2026 for the amendments that are effective for annual periods beginning on or after 1 January 2026; and
- from the annual period beginning on 1 April 2027 for the accounting standards that are effective for annual periods beginning on or after 1 January 2027.

The initial application of the abovementioned accounting standards, interpretations and amendments is not expected to have any material financial impact to the current period and prior period financial statements of the Group and of the Company except for MFRS 18, *Presentation and Disclosure in Financial Statements* where the Group and the Company are in the process of assessing the impact.

### (b) Basis of measurement

The financial statements have been prepared on the historical cost basis except for the following items, which are measured based on measurement basis stated below:

Items	Measurement bases
Derivative financial instruments	Fair value
Financial assets at FVTPL	Fair value

### (c) Functional and presentation currency

These financial statements are presented in Ringgit Malaysia ("RM"), which is the Company's functional currency. All financial information is presented in RM, unless otherwise stated.

# Notes to the Financial Statements

## 1. BASIS OF PREPARATION (CONTINUED)

### (d) Use of estimates and judgements

The preparation of the financial statements in conformity with MFRSs requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

There are no significant areas of estimation uncertainty and critical judgements in applying accounting policies that have significant effect on the amounts recognised in the financial statements other than those disclosed in the following notes:

#### (i) Note 3 - extension options and incremental borrowing rate in relation to leases

The Group assesses at lease commencement by applying significant judgement whether it is reasonably certain to exercise the extension options. Group entities consider all facts and circumstances including their past practice and any cost that will be incurred to change the asset if an option to extend is not taken, to help them determine the lease term.

The Group also applied judgement and assumptions in determining the incremental borrowing rate of the respective leases. Group entities first determine the closest available borrowing rates before using significant judgement to determine the adjustments required to reflect the term, security, value or economic environment of the respective leases.

#### (ii) Note 5 - impairment of intangible assets

The Group performs annual impairment assessment on goodwill. The impairment is measured by comparing the carrying amount of an asset with its recoverable amount. The recoverable amount is measured at the higher of the fair value less cost to sell for that asset and its value-in-use. Determining the value-in-use of an assets requires an estimation of the future cash flows expected to arise from the cash generating units to which goodwill has been allocated and a suitable discount rate.

#### (iii) Note 12 - allowance for slow-moving inventories and write-down of inventories to net realisable value

Reviews are made periodically by the Group on damaged, obsolete and slow-moving inventories. These reviews require judgement and estimates. Possible changes in these estimates could result in revisions to the valuation of inventories.

#### (iv) Note 11, Note 13 and Note 29.4 - impairment of trade receivables and contract assets

The Group uses the simplified approach to estimate a lifetime expected credit loss ("ECLs") allowance for trade receivables and contract assets. The contract assets are grouped with trade receivables for impairment assessment because they have substantially the same risk characteristics as the trade receivables for the same types of contracts.

A considerable amount of judgement is required in assessing the loss rates, which are based on the payment profiles of past sales and the historical credit loss. The Group also considers differences between (a) economic conditions during the period over which the historic data has been collected, (b) current conditions and (c) the Group's view of economic conditions over the expected lives of the receivables and contract assets. If the financial conditions of the customers with which the Group deals were to deteriorate, resulting in an impairment of their ability to make payments, additional allowance may be required.

# Notes to the Financial Statements

## 1. BASIS OF PREPARATION (CONTINUED)

### (d) Use of estimates and judgements (continued)

#### (v) Note 21 – revenue from construction contracts

The Group recognises revenue from construction contracts by reference to the construction progress using the input method, determined based on the proportion of construction costs incurred for work performed to date over the estimated total construction costs. The Group measures the performance of construction work done by comparing actual work costs incurred with the estimated total costs required to complete the construction. Significant judgements are required to estimate the total contract costs to complete. In making these estimates, the Group relied on the work of specialists and on past experience of completed projects. A change in the estimates will directly affect the revenue to be recognised.

#### (vi) Note 32 – Recognition of intangible assets arising from acquisitions

Purchase prices related to business combinations are allocated to the underlying acquired assets and liabilities based on their estimated fair value at the time of acquisition. The determination of fair value required the Group to make assumptions, estimates and judgements regarding future events. The allocation process is inherently subjective and impacts the amount assigned to individually identifiable assets and liabilities. As a result, the purchase price allocation impacts the Group's reported assets (including goodwill) and liabilities, future net earnings due to the impact on future impairment tests. The fair values of the assets acquired and liabilities assumed under the business combinations made during the current financial year are disclosed in Note 32 to the financial statements.

## 2. MATERIAL ACCOUNTING POLICIES

The accounting policies set out below have been applied consistently to the periods presented in these financial statements and have been applied consistently by the Group entities, unless otherwise stated.

### (a) Basis of consolidation

#### (i) Subsidiaries

Investments in subsidiaries are measured in the Company's statement of financial position at cost less any impairment losses.

#### (ii) Business combinations

Business combinations are accounted for using the acquisition method from the acquisition date, which is the date on which control is transferred to the Group.

For new acquisitions, the Group measures the cost of goodwill at the acquisition date as:

- the fair value of the consideration transferred; plus
- the recognised amount of any non-controlling interests in the acquiree; plus
- if the business combination is achieved in stages, the fair value of the existing equity interest in the acquiree; less
- the net recognised amount (generally fair value) of the identifiable assets acquired and liabilities assumed.

# Notes to the Financial Statements

## 2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

### (a) Basis of consolidation (continued)

#### (ii) Business combinations (continued)

When the excess is negative, a bargain purchase gain is recognised immediately in profit or loss.

For each business combination, the Group elects whether it measures the non-controlling interests in the acquiree either at fair value or at the proportionate share of the acquiree's identifiable net assets at the acquisition date.

Transaction costs, other than those associated with the issue of debt or equity securities, that the Group incurs in connection with a business combination are expensed as incurred.

#### (iii) Acquisitions from entities under common controls

Business combinations arising from transfers of interests in entities that are under the control of the shareholder that controls the Group are accounted for using book value accounting as occur and the comparatives are not restated. The assets and liabilities acquired are recognised at the carrying amounts recognised previously in the Group controlling shareholder's consolidated financial statements. The components of equity of the acquired entities are added to the same components within Group equity and any resulting gain/loss is recognised directly in equity. The differences between the cost of acquisition and the nominal value of the shares acquired are taken to merger reserve (or adjusted against any suitable reserve in the case of debit differences).

#### (iv) Associate

Investment in associate is accounted for under the equity method less any impairment losses.

#### (v) Joint Ventures

Investments in joint ventures are accounted for under the equity method less any impairment losses.

### (b) Financial instruments

#### (i) Regular way purchase or sale of financial assets

A regular way purchase or sale of financial assets is recognised and derecognised, as applicable, using trade date or settlement date accounting in the current year.

Trade date accounting refers to:

- (a) the recognition of an asset to be received and the liability to pay for it on the trade date; and
- (b) derecognition of an asset that is sold, recognition of any gain or loss on disposal and the recognition of a receivable from the buyer for payment on the trade date.

# Notes to the Financial Statements

## 2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

### (b) Financial instruments (continued)

#### (i) Regular way purchase or sale of financial assets (continued)

Settlement date accounting refers to:

- (a) the recognition of an asset to be received by the Group or the Company; and
- (b) derecognition of an asset and recognition of any gain or loss on disposal on the day that is delivered by the Group or the Company.

Any change in the fair value of the asset to be received during the period between the trade date and the settlement date is accounted in the same way as it accounts for the acquired asset.

Generally, the Group or the Company applies trade date accounting unless otherwise stated for the specific class of asset.

#### (ii) Financial guarantee contracts

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payment when due in accordance with the original or modified terms of a debt instrument.

Financial guarantees issued are initially measured at fair value. Subsequently, they are measured at higher of:

- the amount of the loss allowance; and
- the amount initially recognised less, when appropriate, the cumulative amount of income recognised in accordance to the principles of MFRS 15, *Revenue from Contracts with Customers*

Liabilities arising from financial guarantees are presented together with other provisions.

### (c) Property, plant and equipment

#### (i) Recognition and measurement

Items of property, plant and equipment are measured at cost less any accumulated depreciation and any accumulated impairment losses.

Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

# Notes to the Financial Statements

## 2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

### (c) Property, plant and equipment (continued)

#### (ii) Depreciation

Depreciation is recognised in profit or loss on a straight-line basis over the estimated useful lives of each component of an item of property, plant and equipment from the date they are available for use. Freehold land is not depreciated. Property, plant and equipment under construction are not depreciated until the assets are ready for their intended use.

The estimated useful lives for the current and comparative periods are as follows:

Buildings and improvements	10 - 58 years
Furniture, fittings, and office equipment	5 - 10 years
Machinery	4 - 10 years
Motor vehicles	5 years
Renovation	10 years

### (d) Leases

#### As a lessee

##### (i) Lease and non-lease components

At inception or on reassessment of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease and non-lease component on the basis of their relative stand-alone prices. However, for leases of properties in which the Group is a lessee, it has elected not to separate non-lease components and will instead account for the lease and non-lease components as a single lease component.

##### (ii) Depreciation

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.

##### (iii) Recognition exemption

The Group has elected not to recognise right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less and leases of low-value assets. The Group recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

#### As a lessor

The Group recognises assets held under a finance lease in its statement of financial position and presents them as a receivable at an amount equal to the net investment in the lease. The Group uses the interest rate implicit in the lease to measure net investment in the lease.

The Group recognises finance income over the lease term, based on a pattern reflecting a constant periodic rate of return on the Group's net investment in the lease. The Group aims to allocate finance income over the lease term on a systematic and rational basis. The Group applies the lease payments relating to the period against the gross investment in the lease to reduce both the principal and the unearned finance income. The net investment in the lease is subject to impairment requirements in MFRS 9, *Financial Instruments*.

# Notes to the Financial Statements

## 2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

### (e) Intangible assets

#### (i) Goodwill

Goodwill arising on business combinations is measured at cost less any accumulated impairment losses.

#### (ii) Customer contracts

Customer contracts that are acquired by the Group, which have finite useful lives, are measured at cost less any accumulated amortisation and any accumulated impairment losses.

#### (iii) Amortisation

Goodwill with indefinite useful lives are not amortised but are tested for impairment annually and whenever there is an indication that they may be impaired.

The estimated useful lives for the customer contracts are 2 years.

### (f) Investment properties

#### Investment properties carried at cost

#### (i) Recognition and measurement

Investment properties are measured at cost less any accumulated depreciation and any accumulated impairment losses, consistent with the accounting policy for property, plant and equipment as stated in Note 2(c).

#### (ii) Depreciation

Depreciation is recognised in profit or loss on a straight-line basis over the estimated useful lives, consistent with the accounting policy for property, plant and equipment as stated in Note 2(c). Freehold land is not depreciated.

### (g) Inventories

Inventories are measured at the lower of cost and net realisable value. The cost of raw materials and other consumables are measured based on the weighted average cost and first-in first-out method respectively. In the case of work-in-progress and certain finished goods, cost comprises materials and other direct charges.

### (h) Contract cost

The Group recognises a contract cost that relate directly to a contract or to an anticipated contract as an asset when the cost generates or enhances resources of the Group will be used in satisfying performance obligations in the future and it is expected to be recovered.

These contract costs are initially measured at cost less any accumulated impairment. Contract costs are amortised on a systematic basis that is consistent with the pattern of revenue recognition to which the asset relates. An impairment loss is recognised in the profit and loss when the carrying amount of the contract cost exceeds the expected revenue less expected cost that will be incurred. Where the impairment condition no longer exists or has improved, the impairment loss is reversed to the extent that the carrying amount of the contract cost does not exceed the amount that would have been recognised had there been no impairment loss recognised previously.

# Notes to the Financial Statements

## 2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

### (i) Provisions

A provision is recognised if, as a result of a past event, the Group has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as finance cost.

#### Warranties

A provision for warranties is recognised when the underlying products or services are sold. The provision is based on historical warranty data associated with similar products or services.

### (j) Revenue

#### Revenue from contracts with customers

Revenue is measured based on the consideration specified in a contract with a customer in exchange for transferring product or services to a customer, excluding amounts collected on behalf of third parties. The Group or the Company recognises revenue when it transfers control over a product or services to a customer. An asset is transferred when (or as) the customer obtains control of the asset.

The Group or the Company transfers control of a good or service at a point in time unless one of the following overtime criteria is met:

- (a) the customer simultaneously receives and consumes the benefits provided as the Group or the Company performs;
- (b) the Group's or the Company's performance creates or enhances an asset that the customer controls as the asset is created or enhanced; or
- (c) the Group's or the Company's performance does not create an asset with an alternative use and the Group or the Company has an enforceable right to payment for performance completed to date.

# Notes to the Financial Statements

## 3. PROPERTY, PLANT AND EQUIPMENT

	Property, plant and equipment										Right-of-use assets							
Group	Buildings		Furniture, and fitting and office		Motor vehicles		Renovation		Capital work-in-progress		Leasehold land		Premises		Subtotal		Total	
	Land RM	improve-ments RM	equipment RM	office RM	Machinery RM	vehicles RM	Renovation RM	work-in-progress RM	Subtotal RM	land RM	Premises RM	Subtotal RM	Total RM					
<b>Cost</b>																		
At 1 April 2023	18,722,359	27,090,544	8,630,007	15,687,812	10,157,648	2,213,943	-	82,502,313	50,462,106	1,267,984	51,730,090	134,232,403						
Additions	-	-	725,924	190,240	1,393,233	13,633	-	2,323,030	-	293,811	293,811	2,616,841						
Disposals	-	-	(765)	(266,061)	(415,270)	-	-	(682,096)	-	-	-	(682,096)						
Derecognition	-	-	-	-	-	-	-	-	-	(46,108)	(46,108)	(46,108)						
Written off	-	-	(407,931)	(55,830)	-	-	-	(463,761)	-	-	-	(463,761)						
Remeasurement	-	-	-	-	-	-	-	-	-	358,077	358,077	358,077						
Effect of movements in exchange rates	181,956	35,400	3,493	47,577	3,678	1,246	-	273,350	-	-	-	273,350						
At 31 March/1 April 2024	18,904,315	27,125,944	8,950,728	15,603,738	11,139,289	2,228,822	-	83,952,836	50,462,106	1,873,764	52,335,870	136,288,706						
Acquisition through business combinations	910,471	3,489,919	3,820,275	2,708,674	1,121,383	928,545	-	12,979,267	-	1,973,689	1,973,689	14,952,956						
Additions	-	-	1,164,111	605,003	1,590,442	714,496	-	126,514	4,200,566	890,499	890,499	5,091,065						
Disposals	-	-	(14,598)	(328,876)	(432,054)	-	-	-	(775,528)	-	-	(775,528)						
Derecognition	-	-	-	-	-	-	-	-	-	(311,882)	(311,882)	(311,882)						
Written off	-	-	(187,358)	(74,000)	(190,323)	(191,104)	-	(642,785)	-	-	-	(642,785)						
Remeasurement	-	-	-	-	-	-	-	-	-	461,512	461,512	461,512						
Effect of movements in exchange rates	(1,819,562)	(354,000)	(69,349)	(425,741)	(45,858)	(16,299)	-	(2,730,809)	-	-	-	(2,730,809)						
At 31 March 2025	17,995,224	30,261,863	13,663,809	18,088,798	13,182,879	3,664,460	126,514	96,983,547	50,462,106	4,887,582	55,349,688	152,333,235						

# Notes to the Financial Statements

## 3. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Group	Property, plant and equipment										Right-of-use assets		
	Buildings and fittings, improve-ments equipment			Furniture, office machinery		Motor vehicles		Renovation		Capital work-in-progress		Leasehold land	
	Land RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM
<b>Accumulated depreciation</b>													
At 1 April 2023	377,380	7,493,853	5,787,850	11,806,080	8,321,042	1,636,977	-	35,423,182	7,778,544	569,640	8,348,184	43,771,366	
Depreciation for the year	-	776,768	762,725	1,649,604	769,713	176,700	-	4,135,510	806,331	429,688	1,236,019	5,371,529	
Disposals	-	-	(765)	(170,103)	(412,770)	-	-	(583,638)	-	-	-	(583,638)	
Derecognition	-	-	-	-	-	-	-	-	-	(38,064)	(38,064)	(38,064)	
Written off	-	-	(406,559)	(55,830)	-	-	-	(462,389)	-	-	-	(462,389)	
Effect of movements in exchange rates	3,838	1,192	689	13,945	2,341	194	-	22,199	-	-	-	22,199	
At 31 March/1 April 2024	381,218	8,271,813	6,143,940	13,243,696	8,680,326	1,813,871	-	38,534,864	8,584,875	961,264	9,546,139	48,081,003	
Acquisition through business combinations	-	400,391	2,626,193	1,123,547	883,991	851,121	-	5,885,243	-	1,219,917	1,219,917	7,105,160	
Depreciation for the year	-	790,904	1,100,480	1,411,184	999,499	216,096	-	4,518,163	806,331	622,657	1,428,988	5,947,151	
Disposals	-	-	(10,001)	(264,048)	(413,154)	-	-	(687,203)	-	-	-	(687,203)	
Derecognition	-	-	-	-	-	-	-	-	-	(259,101)	(259,101)	(259,101)	
Written off	-	-	(182,658)	(71,210)	(190,323)	(86,954)	-	(531,145)	-	-	-	(531,145)	
Effect of movements in exchange rates	(38,378)	(32,358)	(33,063)	(336,219)	(36,448)	(6,101)	-	(482,567)	-	-	-	(482,567)	
At 31 March 2025	342,840	9,430,750	9,644,891	15,106,950	9,923,891	2,788,033	-	47,237,355	9,391,206	2,544,737	11,935,943	59,173,298	
<b>Carrying amounts</b>													
At 1 April 2023	18,344,979	19,596,691	2,842,157	3,881,732	1,836,606	576,966	-	47,079,131	42,683,562	698,344	43,381,906	90,461,037	
At 31 March/1 April 2024	18,523,097	18,854,131	2,806,788	2,360,042	2,458,963	414,951	-	45,417,972	41,877,231	912,500	42,789,731	88,207,703	
At 31 March 2025	17,652,384	20,831,113	4,018,918	2,981,848	3,258,988	876,427	126,514	49,746,192	41,070,900	2,342,845	43,413,745	93,159,937	

# Notes to the Financial Statements

## 3. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Company	Right-of-use asset Leasehold land RM
<b>Cost</b>	
At 1 April 2023/31 March 2024/1 April 2024/31 March 2025	12,299,309
<b>Accumulated depreciation</b>	
At 1 April 2023	1,201,152
Depreciation for the year	150,145
At 31 March/1 April 2024	1,351,297
Depreciation for the year	150,144
At 31 March 2025	1,501,441
<b>Carrying amount</b>	
At 1 April 2023	11,098,157
At 31 March/1 April 2024	10,948,012
At 31 March 2025	10,797,868

The Group leases building, office premise and staff hostel used in its operations that run between 2 years to 21 years (2024: 2 years to 5 years), with an option to renew the leases upon expiry. Leasehold land of the Group has a lease period between 47 years to 82 years (2024: 47 years to 82 years).

### Motor vehicles under hire purchase arrangements

Included in property, plant and equipment of the Group are assets acquired under hire purchase arrangements with the net carrying amount of RM1,961,757 (2024: RM1,000,406).

### Security

Land, buildings, leasehold land and machinery of the Group with total carrying amount of RM9,578,188 (2024: RM3,646,028) are pledged to licensed banks as security for banking facilities granted to the Group (see Note 18).

### Land in Indonesia

Land in Indonesia, with a carrying amount of RM15,911,914 (2024: RM17,693,098) is regulated under Hak Guna Bangunan ("HGB") and can be renewed indefinitely at a minimal cost if certain conditions are met. The Group assessed the conditions and concluded that the possibility of non-renewal of the usage rights of the land is remote. Hence, the Group exercised significant judgement and concluded that the land is in substance a purchase of rights which meet the definition of property, plant and equipment regardless of whether the legal title transfers.

# Notes to the Financial Statements

## 4. INVESTMENT PROPERTIES

Group	Land and buildings RM
<b>Cost</b>	
At 1 April 2023/31 March 2024/1 April 2024/31 March 2025	6,941,327
<b>Accumulated depreciation</b>	
At 1 April 2023	1,207,137
Depreciation for the year	108,261
At 31 March/1 April 2024	1,315,398
Depreciation for the year	108,261
At 31 March 2025	1,423,659
<b>Carrying amounts</b>	
At 1 April 2023	5,734,190
At 31 March/1 April 2024	5,625,929
At 31 March 2025	5,517,668

### Security

The investment properties of the Group are pledged to licensed banks as security for banking facilities granted to the Group (see Note 18).

### Operating lease

The investment properties of the Group are leased to third parties. The lease income from the investment properties does not include any contingent element. The following are recognised in profit or loss:

	Group	
	2025 RM	2024 RM
Lease income	296,050	227,450
Direct operating expenses for income generating investment properties	90,959	82,640

The operating lease payments to be received are as follows:

	Group	
	2025 RM	2024 RM
Less than one year	255,900	277,700
Between one and five years	73,950	308,600
Total undiscounted lease payments	329,850	586,300

# Notes to the Financial Statements

## 4. INVESTMENT PROPERTIES (CONTINUED)

### Fair value information

Fair value of investment properties are categorised as follows:

	Group	
	2025 RM	2024 RM
Land and buildings	6,303,000	6,303,000

### Level 3 fair value

Level 3 fair values of land and buildings are estimated by Directors by making reference to the recent transactions and asking price of comparable properties in close proximity and adjusted for differences in key attributes such as property size and bargain discount. The significant unobservable inputs include adjustments to price per square feet ranging from RM418 to RM755 (2024: RM418 to RM755) of comparable properties and the discount factors.

## 5. INTANGIBLE ASSETS

Group	Goodwill RM	Customer Contracts RM	Total RM
<b>Cost</b>			
At 1 April 2023/At 31 March 2024/1 April 2024	5,831,378	-	5,831,378
Acquisitions through business combinations	62,640,459	1,968,858	64,609,317
At 31 March 2025	68,471,837	1,968,858	70,440,695
<b>Amortisation</b>			
At 1 April 2023/At 31 March 2024/1 April 2024	-	-	-
Amortisation for the year	-	1,443,191	1,443,191
At 31 March 2025	-	1,443,191	1,443,191
<b>Carrying amount</b>			
At 1 April 2023/At 31 March 2024/1 April 2024	5,831,378	-	5,831,378
At 31 March 2025	68,471,837	525,667	68,997,504

### Impairment testing for cash-generating units containing goodwill

For the purpose of impairment testing, goodwill is allocated to the Group's operating divisions as follows:

	Group	
	2025 RM	2024 RM
Water treatment segment	3,931,378	3,931,378
Solar energy segment	64,540,459	1,900,000
	68,471,837	5,831,378

# Notes to the Financial Statements

## 5. INTANGIBLE ASSETS (CONTINUED)

### Impairment testing for cash-generating units containing goodwill (continued)

The recoverable amounts of the cash-generating units (operating divisions) were based on value in use, determined by discounting pre-tax cash flow projections based on the financial budgets approved by management covering a period of 5 (2024: 5) years. The recoverable amounts of the above cash-generating units are higher than their carrying amounts.

The key assumptions used in the determination of the recoverable amounts are as follows:

- The average revenue growth rates included in the cash flow projections for the years 2026 to 2030 (2024: years 2025 to 2029) approximated 17% and 26% (2024: 17% and 25%) for water treatment and solar energy segment respectively; and
- Pre-tax discount rates of 17% and 16% (2024: 17% and 17%) were applied in determining the recoverable amount for water treatment and solar energy segment respectively. The discount rates were estimated based on the specific risk relating to the relevant cash generating unit.

The Directors believe that there is no reasonably possible change in the above key assumptions applied that would materially cause the respective cash-generating unit's carrying amount to exceed its recoverable amount.

## 6. INVESTMENTS IN SUBSIDIARIES

	Note	Company	
		2025 RM	2024 RM
Unquoted shares, at costs	6.1	<b>202,483,296</b>	59,075,888
Less: Impairment losses		<b>(1,000,000)</b>	(1,000,000)
		<b>201,483,296</b>	58,075,888
Amount due from a subsidiary	6.2	<b>20,062,104</b>	21,962,124
		<b>221,545,400</b>	80,038,012

- 6.1 On 29 October 2024, the Company had acquired 100% equity interest in Plus Xnergy Holding Sdn. Bhd. ("PXH"). The details of the acquisition of equity interest in PXH are disclosed in Note 32 to the financial statements.

On 6 March 2025, BM TEK Sdn. Bhd. ("TEK") had incorporated a wholly-owned subsidiary, PT BM TEK Indonesia ("PTBTI"). The principal activity of PTBTI is chemical sales and trading, maintenance and operation services and project sales for water treatment solutions.

During the previous financial year, the Company subscribed for 300,000 new ordinary shares in Tera VA Sdn. Bhd. by way of capitalisation of amount owing from Tera VA Sdn. Bhd. amounted to RM300,000.

- 6.2 The amount due from a subsidiary is subject to an interest rate of 4.0% (2024: 4.0%) per annum and the repayment is neither planned nor likely to occur in the foreseeable future.

# Notes to the Financial Statements

## 6. INVESTMENTS IN SUBSIDIARIES (CONTINUED)

Details of the subsidiaries are as follows:

Name of company	Principal place of business/Country of incorporation	Principal activities	Effective ownership interest and voting interest	
			2025 %	2024 %
Boilermech Sdn. Bhd.	Malaysia	Engaged in the business of manufacturing, repairing and servicing of boilers.	100	100
BM Green Energy Sdn. Bhd.	Malaysia	Engaged in the business of dealing and installation of green solar power energy products and producing integrated biomass electric power generation system.	100	100
Zenith Index Sdn. Bhd.	Malaysia	Provision of management services.	100	100
Boilermech Oretch Sdn. Bhd.	Malaysia	Engaged in the business of supplying and installation of power generation system from solar or other renewable energy.	100	100
PT Boilermech ("PTBM") # and its subsidiary	Indonesia	Engaged in trading services especially in repairing, servicing, installation and commissioning of biomass boilers.	100	100
PT Boilermech Manufacturing Indonesia ("PTBMI") #	Indonesia	Engaged in the business of manufacturing, repairing and servicing of boilers.	100	100
BM TEK Sdn. Bhd. ("TEK") and its subsidiaries	Malaysia	Engaged in the businesses of general trader and contractor of water treatment chemicals and equipment and investment holdings.	60.23	60.23
BM WaterTEK Sdn. Bhd.	Malaysia	Supplier of water treatment chemical and related accessories.	60.23	60.23
PT BM TEK Indonesia ("PTBTI") ^	Indonesia	Engaged in business of chemical sales and trading, maintenance and operation services and project sales for water treatment solutions.	60.23	-
BM BioTEK Sdn. Bhd.	Malaysia	Management services, technical consultancy service, project management, laboratory testing, trading and engineering works.	48.18	48.18
T.E.K. Greencare Sdn. Bhd.	Malaysia	Inactive	60.23	60.23
Tera VA Sdn. Bhd. ("TERA")	Malaysia	Engaged in the business of dealing and installation of green solar power energy products and electrical equipment.	100	100

# Notes to the Financial Statements

## 6. INVESTMENTS IN SUBSIDIARIES (CONTINUED)

Details of the subsidiaries are as follows (continued):

Name of company	Principal place of business/Country of incorporation	Principal activities	Effective ownership interest and voting interest	
			2025 %	2024 %
Plus Xnergy Holding Sdn. Bhd. and its subsidiaries	Malaysia	Investment holding and provision of management services.	100	-
Plus Xnergy Services Sdn. Bhd.	Malaysia	Developing, installing, providing and maintaining solar photovoltaic system and to provide consultancy for the development, management, designing, integration, improvement and construction of all kind of solar energy system.	100	-
Plus Xnergy Micro Sdn. Bhd.	Malaysia	Developing, installing, providing and maintaining solar photovoltaic system, solar energy systems and related services.	100	-
Leaf Solar Sdn. Bhd.	Malaysia	Development of solar and renewable energy projects and related activities.	100	-
Plus Xnergy Services (Sarawak) Sdn. Bhd.	Malaysia	Inactive	100	-

# Subsidiaries audited by another firm of accountants.

^ Subsidiary was consolidated based on unaudited management account as it was newly incorporated during the year.

All other subsidiaries are audited by KPMG.

# Notes to the Financial Statements

## 6. INVESTMENTS IN SUBSIDIARIES (CONTINUED)

### Non-controlling interests in subsidiaries

The Group's subsidiaries that have material non-controlling interests ("NCI") are as follows:

	2025 TEK RM	2024 TEK RM
NCI percentage of ownership interest and voting interest	39.77%	39.77%
Carrying amount of NCI	16,445,201	15,176,054
Total comprehensive income allocated to NCI	2,191,373	1,901,927
<b>Summarised financial information before intra-group elimination</b>		
<b>As at 31 March</b>		
Non-current assets	15,228,913	14,327,214
Current assets	39,759,974	34,443,643
Non-current liabilities	(4,535,867)	(4,193,775)
Current liabilities	(10,955,333)	(8,226,768)
Net assets	39,497,687	36,350,314
<b>Year ended 31 March</b>		
Revenue	61,008,010	50,447,324
Profit for the year	5,466,175	4,540,592
Total comprehensive income	5,466,175	4,540,592
Cash flows (used in)/from operating activities	(1,211,637)	4,232,507
Cash flows from/(used in) investing activities	78,352	(357,043)
Cash flows used in financing activities	(1,904,815)	(2,840,207)
Net (decrease)/increase in cash and cash equivalents	(3,038,100)	1,035,257
Dividend paid to NCI	(922,226)	(737,781)

# Notes to the Financial Statements

## 7. INVESTMENT IN AN ASSOCIATE

Group	2025 RM	2024 RM
Investment in shares	1,299,701	-
Share of post-acquisition reserves	10,098	-
	1,309,799	-

7.1 Details of the associate is as follows:

Name of company	Principal place of business/ Country of incorporation	Principal activities	Effective ownership interest and voting interest	
			2025 %	2024 %
Held by Leaf Solar Sdn. Bhd.				
Leaf Power Sdn. Bhd.	Malaysia	Installation and operation of facilities for the generation of electricity energy.	49	-

7.2 The reconciliation of net assets to carrying amount of interest in associate of the Group is set out below:

	2025 RM
<b>Reconciliation of net assets to carrying amount</b>	
Group's share of net assets	788,662
Fair value adjustment	521,137
<b>Carrying amount as at 31 March</b>	<b>1,309,799</b>
<b>Share of results</b>	
Group's share of profit/total comprehensive income for the year	10,098

7.3 The summarised financial information in respect of the associate of the Group is set out below:

	2025 RM
<b>Summarised financial information</b>	
<b>As at 31 March 2025</b>	
Non-current assets	1,705,874
Current assets	502,147
Non-current liabilities	(579,877)
Current liabilities	(18,630)
Net assets	1,609,514
<b>From date of acquisition to 31 March 2025</b>	
Revenue	141,209
Profit/Total comprehensive income for the year	20,608

# Notes to the Financial Statements

## 8. INVESTMENTS IN JOINT VENTURES

Group	2025 RM	2024 RM
Investment in shares	19,554,245	-
Share of post-acquisition reserves	169,034	-
	19,723,279	-

8.1 Details of the joint ventures are as follows:

Name of company	Principal place of business/ Country of incorporation	Principal activities	Effective ownership interest and voting interest	
			2025 %	2024 %
<b>Held by Plus Xnergy Services Sdn. Bhd.</b>				
Plus Xnergy Assets Sdn. Bhd. (“PXA”)	Malaysia	Development, implementation, leasing of solar systems and sale of energy through commercial and industrial rooftop Solar Photovoltaic Power projects, providing evaluation, technical, commercial and advisory services relating to electrical and engineering works and other related activities and investments in power generation assets.	60	-
<b>Held by Leaf Solar Sdn. Bhd.</b>				
LGH Construction Sdn. Bhd. (“LGH”) # ^	Malaysia	Manage and operate solar system.	50	-

# Joint Venture audited by another firm of accountants.

^ Joint Venture with financial year ended 30 June 2024 and was equity-accounted based on management accounts for the financial year ended 31 March 2025.

# Notes to the Financial Statements

## 8. INVESTMENTS IN JOINT VENTURES (CONTINUED)

8.2 The reconciliation of net assets to carrying amount of interest in joint ventures of the Group is set out below:

	PXA RM	LGH RM	Total RM
<b>Reconciliation of net assets to carrying amount</b>			
Group's share of net assets	9,816,752	1,639,910	11,456,662
Fair value adjustment	7,747,881	518,736	8,266,617
<b>Carrying amount as at 31 March</b>	<b>17,564,633</b>	<b>2,158,646</b>	<b>19,723,279</b>
<b>Share of results</b>			
Group's share of profit/total comprehensive income for the year	142,964	26,070	169,034

8.3 The summarised financial information in respect of the joint ventures of the Group is set out below:

	PXA RM	LGH RM	Total RM
<b>Summarised financial information</b>			
<b>As at 31 March 2025</b>			
Non-current assets	49,422,670	1,897,221	51,319,891
Current assets	7,052,096	2,183,647	9,235,743
Non-current liabilities	(27,301,529)	(791,689)	(28,093,218)
Current liabilities	(12,811,984)	(9,360)	(12,821,344)
<b>Net assets</b>	<b>16,361,253</b>	<b>3,279,819</b>	<b>19,641,072</b>
<b>From date of acquisition to 31 March 2025</b>			
Revenue	1,407,560	133,943	1,541,503
Profit/Total comprehensive income for the year	238,273	52,139	290,412

# Notes to the Financial Statements

## 9. DEFERRED TAX ASSETS/(LIABILITIES)

### Recognised deferred tax assets/(liabilities)

Deferred tax assets and liabilities are attributable to the following:

	Assets		Liabilities		Net	
	2025 RM	2024 RM	2025 RM	2024 RM	2025 RM	2024 RM
<b>Group</b>						
Property, plant and equipment	375,349	345,610	(3,528,867)	(3,159,794)	(3,153,518)	(2,814,184)
Trade receivables	2,204,951	2,069,808	-	-	2,204,951	2,069,808
Other temporary differences	17,663,638	8,493,030	(1,188,422)	(250,282)	16,475,216	8,242,748
Tax assets/(liabilities)	20,243,938	10,908,448	(4,717,289)	(3,410,076)	15,526,649	7,498,372
Set off of tax	(2,209,360)	(2,053,415)	2,209,360	2,053,415	-	-
Net tax assets/(liabilities)	18,034,578	8,855,033	(2,507,929)	(1,356,661)	15,526,649	7,498,372
<b>Company</b>						
Other temporary differences	-	-	(183,487)	(116,681)	(183,487)	(116,681)
Net tax liabilities	-	-	(183,487)	(116,681)	(183,487)	(116,681)

### Movement in temporary differences during the year

Group	At 1 April 2024 RM	Arising from business combinations RM	Recognised in profit or loss (Note 25) RM	Recognised in other comprehensive income RM	Effect of movements in exchange rate RM	At 31 March 2025 RM
Property, plant and equipment	(2,814,184)	(501,873)	162,539	-	-	(3,153,518)
Trade receivables	2,069,808	605,429	(470,286)	-	-	2,204,951
Other deductible temporary differences	8,242,748	(486,443)	8,863,389	4,873	(149,351)	16,475,216
	7,498,372	(382,887)	8,555,642	4,873	(149,351)	15,526,649

Group	At 1 April 2023 RM	Recognised in profit or loss (Note 25) RM	Recognised in other comprehensive income RM	Effect of movements in exchange rate RM	At 31 March 2024 RM
Property, plant and equipment	(3,022,633)	208,449	-	-	(2,814,184)
Trade receivables	1,638,601	431,207	-	-	2,069,808
Other deductible temporary differences	2,954,559	5,294,326	(2,331)	(3,806)	8,242,748
	1,570,527	5,933,982	(2,331)	(3,806)	7,498,372

# Notes to the Financial Statements

## 9. DEFERRED TAX ASSETS/(LIABILITIES) (CONTINUED)

### Movement in temporary differences during the year (continued)

Company	At 1 April 2024 RM	Recognised in profit or loss (Note 25) RM	At 31 March 2025 RM
Other deductible temporary differences	(116,681)	(66,806)	(183,487)

Company	At 1 April 2023 RM	Recognised in profit or loss (Note 25) RM	At 31 March 2024 RM
Other deductible temporary differences	(249,719)	133,038	(116,681)

### Unrecognised deferred tax assets

Deferred tax assets have not been recognised in respect of the following items (stated at gross):

	Group	
	2025 RM	2024 RM
Tax losses carry forward	260,700	1,120,800
Unabsorbed capital allowances carry forward	900	700
Other deductible temporary differences	529,800	345,600
	791,400	1,467,100

The tax losses of subsidiaries in Malaysia of approximately RM260,700 (2024: RM1,120,800) can be carried forward up to 10 (2024: 10) consecutive years of assessment under the tax legislation in Malaysia, which will expire between years 2030 to 2035 (2024: years 2028 to 2034).

The unabsorbed capital allowances carry forward do not expire under current tax legislation.

Deferred tax assets have not been recognised in respect of the above items because it is not probable that future taxable profit will be available against which the Group entities can utilise the benefits therefrom.

# Notes to the Financial Statements

## 10. FINANCE LEASE RECEIVABLES

Group	2025 RM	2024 RM
<b>Non-current</b>		
Finance lease receivables	2,221,353	-
<b>Current</b>		
Finance lease receivables	2,005,312	-
	4,226,665	-

10.1 The maturity analysis of finance lease receivables are as follows:

	Group	
	2025 RM	2024 RM
<b>Gross finance lease receivables:</b>		
Less than one (1) year	2,148,172	-
One (1) year to five (5) years	2,287,544	-
Undiscounted finance lease receivables	4,435,716	-
Less: Unearned interest income	(209,051)	-
	4,226,665	-
<b>Present value of finance lease receivables:</b>		
Less than one (1) year	2,005,312	-
One (1) year to five (5) years	2,221,353	-
	4,226,665	-

10.2 The Group enters finance lease arrangements to supply solar panels to customers. The term of finance leases entered is three (3) to five (5) years (2024: Nil). The credit term of finance lease receivables of the Group is 14 days (2024: Nil) from the date of invoice.

# Notes to the Financial Statements

## 11. TRADE AND OTHER RECEIVABLES

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
<b>Non-current</b>					
<b>Trade</b>					
Trade receivables		59,027	126,694	-	-
Amount due from a related company	11.3	1,930,675	3,119,589	-	-
		1,989,702	3,246,283	-	-
<b>Current</b>					
<b>Trade</b>					
Trade receivables	11.1	128,320,388	102,832,271	-	-
Amount owing from a joint venture	11.2	9,127,029	-	-	-
Amounts due from related companies	11.3	2,141,304	3,365,916	-	-
		139,588,721	106,198,187	-	-
<b>Non-trade</b>					
Amounts due from subsidiaries	11.4	-	-	5,053,681	7,536,443
Dividend receivable		-	-	3,000,000	8,000,000
Other receivables		4,901,153	1,018,220	80,121	89,347
Deposits		1,033,410	575,365	1,000	1,000
		5,934,563	1,593,585	8,134,802	15,626,790
		145,523,284	107,791,772	8,134,802	15,626,790
		147,512,986	111,038,055	8,134,802	15,626,790

11.1 Included in trade receivables of the Group is retention sum of RM9,573,924 (2024: RM4,060,350) which are unsecured, interest free and are expected to be collected within periods ranging from 6 months to 12 months (2024: 6 months to 12 months).

Included in trade receivables of the Group are the following amounts due from related parties:

	Group	
	2025 RM	2024 RM
With companies in which certain Directors and/or person(s) connected to them have interests	16,334	14,915
Directors of the Group and of the Company	59,000	47,000
	<b>75,334</b>	<b>61,915</b>

11.2 Included in amount owing by a joint venture of the Group is retention sum of RM1,387,333 (2024: RM Nil) which are unsecured, interest free and are expected to be collected within next 12 months.

# Notes to the Financial Statements

## 11. TRADE AND OTHER RECEIVABLES (CONTINUED)

11.3 The amounts due from related companies of the Group are subject to normal trade terms.

11.4 The amounts due from subsidiaries of the Company are unsecured, interest free and repayable on demand, except for amounts due from subsidiaries of RM5,007,232 (2024: RM7,475,252) which is subject to an interest rate of 4.0% (2024: 4.0%) per annum and repayable on demand.

## 12. INVENTORIES

	Group	
	2025 RM	2024 RM
At cost:		
Raw materials and consumables	62,880,633	52,117,974
Work-in-progress	12,115,807	2,358,304
Goods in transit	60,879	6,846,972
Finished goods	4,013,213	4,000,042
	79,070,532	65,323,292
At net realisable value:		
Raw materials and consumables	6,566,922	3,029,762
Work-in-progress	138,427	7,818
	6,705,349	3,037,580
	85,775,881	68,360,872
Recognised in profit or loss		
Inventories recognised as costs of sales	215,904,951	179,875,005

## 13. CONTRACT WITH CUSTOMERS

### 13.1 Contract assets/(liabilities)

	Group	
	2025 RM	2024 RM
Contract assets	60,384,814	43,640,966
Contract liabilities		
- Non-current	(3,584,276)	-
- Current	(105,899,587)	(65,170,758)
	(109,483,863)	(65,170,758)

The contract assets primarily relate to the Group's right to consideration for work completed on construction contracts but not yet billed as at the reporting date. The amount will be billed on achievement of billing milestones as per the contracts, typically within 12 months (2024: 12 months) and is subject to normal trade terms.

# Notes to the Financial Statements

## 13. CONTRACT WITH CUSTOMERS (CONTINUED)

### 13.1 Contract assets/(liabilities) (continued)

The contract liabilities are made up of:

- i) advance billings of RM90,983,404 (2024: RM61,500,047) made to customers for construction contracts, for which revenue is recognised over time during the construction period. The contract liabilities are expected to be recognised as revenue over a period of 12 months (2024: 12 months);
- ii) advance billings of RM5,062,450 (2024: Nil) made to customers for operation and maintenance contracts, for which revenue is recognised over time during the service period. The contract liabilities are expected to be recognised as revenue over a period of 12 months (2024: 12 months) except for an amount of RM3,584,276 (2024: Nil) which is expected to be recognised as follow;

	Group	
	2025	2024
	RM	RM
One to five years	3,127,826	-
More than five years	456,450	-
	3,584,276	-

- iii) advance billings of RM13,438,009 (2024: RM3,670,711) made to customers for their purchases of goods, for which revenue is recognised at a point in time when the goods are delivered or services are rendered and accepted by customers. The contract liabilities are expected to be recognised as revenue within next 12 months (2024: 12 months).

Movement in contract assets and contract liabilities balances which related to construction contracts during the year are as follows:

	Group	
	2025	2024
	RM	RM
At 1 April 2024/2023	(17,859,081)	(15,633,827)
Acquisition through business combinations	(15,935,026)	-
Revenue recognised during the year	446,685,571	342,993,645
Billings to customers during the year	(445,518,979)	(344,662,336)
Others	2,028,925	(556,563)
At 31 March	(30,598,590)	(17,859,081)

# Notes to the Financial Statements

## 13. CONTRACT WITH CUSTOMERS (CONTINUED)

### 13.2 Contract costs

	Group	
	2025 RM	2024 RM
Costs to fulfil contracts	<b>2,632,208</b>	1,862,706

Cost to fulfil a contract comprises of costs incurred in construction and installation contracts that are used to fulfil the contracts in future. These costs are to be recognised in profit or loss over the term of the specific contract it relates to, consistent with the pattern of recognition of the associated revenue.

## 14. PREPAYMENTS

Included in prepayments of the Group are advance considerations paid to suppliers for purchase of materials amounting to approximately RM18,282,011 (2024: RM6,668,894).

## 15. DERIVATIVE FINANCIAL ASSETS/(LIABILITIES)

Group	2025			2024		
	Nominal value RM	Assets RM	Liabilities RM	Nominal value RM	Assets RM	Liabilities RM
Derivatives used for hedging						
- Forward exchange contracts	<b>58,040,995</b>	<b>8,024</b>	<b>(801,294)</b>	26,609,759	74,921	(31,280)
	<b>58,040,995</b>	<b>8,024</b>	<b>(801,294)</b>	26,609,759	74,921	(31,280)

Forward exchange contracts are used to manage the foreign currency exposures arising from the Group's receivables and payables denominated in currencies other than the functional currencies of Group entities. Most of the forward exchange contracts have maturities of less than one year after the end of the reporting period. Where necessary, the forward contracts are rolled over at maturity.

## 16. CASH AND CASH EQUIVALENTS

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
Cash and bank balances		<b>28,918,721</b>	35,680,122	<b>1,189,656</b>	27,555
Deposits placed with licensed banks	16.1	<b>54,862,394</b>	16,993,006	-	-
Liquid investments	16.2	<b>201,027,217</b>	25,415,350	<b>120,991,332</b>	1,067,222
		<b>284,808,332</b>	78,088,478	<b>122,180,988</b>	1,094,777

# Notes to the Financial Statements

## 16. CASH AND CASH EQUIVALENTS (CONTINUED)

- 16.1 Included in the deposits placed with licensed banks of the Group is RM21,577,731 (2024: RM194,746) pledged as securities for banking facilities granted to the Group (see Note 18).
- 16.2 The liquid investments represent investment in unit trust funds which primarily invests in money market instruments. The Directors regard the liquid investments as cash and cash equivalents in view of its high liquidity and insignificant risk of changes in value.

## 17. CAPITAL AND RESERVES

### 17.1 Share capital

	Group and Company			
	Amount 2025 RM	Number of shares 2025	Amount 2024 RM	Number of shares 2024
<b><i>Issued and fully paid shares with no par value classified as equity instruments:</i></b>				
Ordinary shares				
At beginning/end of year	51,600,000	516,000,000	51,600,000	516,000,000
Issued during the year:				
- Acquisition of subsidiaries	143,407,408	81,481,482	-	-
- Private placement	121,922,439	90,312,918	-	-
- Exercise of warrants 2024/2027	3,760	2,000	-	-
Share issuance expenses	(125,234)	-	-	-
At the end of year	316,808,373	687,796,400	51,600,000	516,000,000

(a) During the current financial year, the Company had issued 171,796,400 new ordinary shares pursuant to below:

- (i) 81,481,482 new ordinary shares at RM1.35 each and subsequently valued at RM1.76 each pursuant to acquisition of 100% equity interest in Plus Xnergy Holding Sdn. Bhd.;
- (ii) 90,312,918 new ordinary shares at RM1.35 each to immediate holding company, QL Green Resources Sdn. Bhd. pursuant to private placement exercise; and
- (iii) 2,000 new ordinary shares at RM1.88 each pursuant to the exercise of Warrants 2024/2027.

The new ordinary shares issued during the financial year rank pari passu in all respects with the existing ordinary shares of the Company.

The holders of ordinary shares are entitled to receive dividends as declared from time to time, and are entitled to one vote per share at meetings of the Company.

# Notes to the Financial Statements

## 17. CAPITAL AND RESERVES (CONTINUED)

### 17.1 Share capital (continued)

#### Warrants 2024/2027

During the current financial year, the Company issued 171,948,590 warrants 2024/2027 on the basis of (1) one warrant for every (4) four existing shares held in the Company. The exercise price of the warrants is RM1.88 each. The warrants were listed on Bursa Malaysia Securities Berhad on 16 December 2024 and will expire on 10 December 2027.

As at 31 March 2025, the total number of Warrants 2024/2027 which remained unexercised was 171,946,590.

### 17.2 Merger deficit

The merger deficit arose from the difference between the carrying value of the investment and the nominal value of the shares of a subsidiary upon consolidation under the merger accounting principles.

### 17.3 Hedging reserve

The hedging reserve comprises the effective portion of the cumulative net change in the fair value of cash flow hedges related to hedged transactions that have not yet occurred.

### 17.4 Translation reserve

The translation reserve comprises all foreign currency differences arising from the translation of the financial statements of the Group entities with functional currencies other than RM.

### 17.5 Defined benefit reserve

The defined benefit reserve arose from the remeasurement of the defined benefit plans.

# Notes to the Financial Statements

## 18. LOANS AND BORROWINGS

	Note	Group	
		2025 RM	2024 RM
<b>Non-current</b>			
Term loans	18.1	6,585,711	1,957,269
Hire purchase liabilities	18.2	1,449,312	532,669
		<b>8,035,023</b>	2,489,938
<b>Current</b>			
Term loans	18.1	2,987,196	452,785
Hire purchase liabilities	18.2	485,167	197,604
Revolving credit	18.3	1,500,000	-
		<b>4,972,363</b>	650,389
		<b>13,007,386</b>	3,140,327

### 18.1 The term loans of the Group are secured by:

- (i) A legal charge over certain properties and investment properties of the Group (see Note 3 and Note 4);
- (ii) A joint and several guarantee of certain Directors of subsidiaries;
- (iii) A legal charge over deposits with licensed bank of the Group (see Note 16);
- (iv) Corporate guarantee by the Company; and
- (v) Corporate guarantee by government agency.

### 18.2 Hire purchase liabilities are payable as follows:

Group	2025			2024		
	Future minimum hire purchase payments RM	Interest RM	Present value of minimum hire purchase payments RM	Future minimum hire purchase payments RM	Interest RM	Present value of minimum hire purchase payments RM
Less than one year	566,016	(80,849)	485,167	227,985	(30,381)	197,604
Between one and five years	1,554,088	(104,776)	1,449,312	572,782	(40,113)	532,669
	<b>2,120,104</b>	<b>(185,625)</b>	<b>1,934,479</b>	<b>800,767</b>	<b>(70,494)</b>	<b>730,273</b>

### 18.3 The revolving credit of the Group are secured by:

- (i) A legal charge over certain properties and investment properties of the Group (see Note 3 and Note 4); and
- (ii) A joint and several guarantee of certain Directors of subsidiary.

# Notes to the Financial Statements

## 19. EMPLOYEE BENEFITS

The Group's net obligation in respect of defined benefit plans arises from its subsidiaries in Indonesia, which is determined based on the latest actuarial valuation by an independent actuary dated 28 March 2025 (2024: 28 March 2024).

The following table summarises the components of net employee benefits expense recognised in the statement of profit or loss and other comprehensive income and in the statement of financial position as employee benefits:

	Group	
	2025 RM	2024 RM
<b>a. Expense recognised in profit or loss</b>		
Current service cost	123,118	95,644
Past service cost	77,479	(17,660)
Interest on obligation	31,213	26,659
Payment during the year	-	39,283
Net benefit expense	231,810	143,926
<b>b. Present value of defined benefit obligations</b>		
Net benefit expense	676,528	482,933
<b>c. Present value of defined benefit obligations</b>		
Defined benefit obligations at 1 April 2024/2023	482,933	386,233
Current service cost and interest	231,810	143,926
Payment during the year	-	(39,283)
Others	(38,215)	(7,943)
Defined benefit obligations at 31 March	676,528	482,933

The principal actuarial assumptions used in determining the defined benefit cost at end of reporting period are as follows:

Calculation method	: Projected Unit Credit
Normal pension age	: 55 years (2024: 55 years)
Annual salary increment (estimated)	: 5.0% (2024: 5.0%)
Annual discount rate	: 7.05% (2024: 6.8% - 6.9%)
Mortality level	: Indonesian Mortality Table ("TMI") 4 (2019) with improvement
Disability level	: 10% from mortality level (2024: 10%)
Resignation level	: 10% at age 25 years and linearly reduce until 0% at normal retirement age (2024: 10% at age 25 years and linearly reduce until 0% at normal retirement age)

The Group's management believes that the accrued employee benefits as of the financial year end is sufficient to meet the requirement of the law in Indonesia.

# Notes to the Financial Statements

## 20. TRADE AND OTHER PAYABLES

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
<b>Trade</b>					
Trade payables		67,529,126	43,550,814	-	-
<b>Non-trade</b>					
Other payables		2,818,915	1,872,303	3,038	25,458
Amounts due to subsidiaries	20.1	-	-	95,381	-
Amount due to a related company	20.2	320	-	-	-
Accrued expenses	20.3	34,279,605	21,542,885	229,524	45,694
		37,098,840	23,415,188	327,943	71,152
		104,627,966	66,966,002	327,943	71,152

20.1 The amounts due to subsidiaries were unsecured, interest free and repayable on demand.

20.2 The amount due to a related company was unsecured, interest free and repayable on demand.

20.3 Included in accrued expenses of the Group is provision for warranties amounting to RM17,912,842 (2024: RM12,877,800), relating to products sold and services rendered. The provision is based on estimates made from historical warranty data associated with similar products and services.

## 21. REVENUE

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
<b>Revenue from contracts with customers</b>	561,548,947	440,303,299	-	-
<b>Other revenue</b>				
- Dividend income	-	-	4,396,574	9,117,259
- Others	88,559	-	-	-
	561,637,506	440,303,299	4,396,574	9,117,259

# Notes to the Financial Statements

## 21. REVENUE (CONTINUED)

### 21.1 Disaggregation of revenue from contracts with customers

Group	Reportable segments								Total	
	Bio-Energy		Water Treatment		Solar Energy					
	2025 RM	2024 RM	2025 RM	2024 RM	2025 RM	2024 RM	2025 RM	2024 RM	2025 RM	2024 RM
Primary geographical markets										
	94,187,590	105,522,288	61,008,010	49,223,687	199,062,258	64,595,799			354,257,858	219,341,774
	162,243,009	203,486,095	-	867,605	-	-			162,243,009	204,353,700
	45,048,080	16,251,793	-	356,032	-	-			45,048,080	16,607,825
	301,478,679	325,260,176	61,008,010	50,447,324	199,062,258	64,595,799			561,548,947	440,303,299
Major products and services lines										
	293,452,729	316,232,025	36,276,850	26,761,620	116,955,992	-			446,685,571	342,993,645
	8,025,950	9,028,151	24,731,160	23,685,704	80,367,838	64,595,799			113,124,948	97,309,654
	-	-	-	-	1,738,428	-			1,738,428	-
	301,478,679	325,260,176	61,008,010	50,447,324	199,062,258	64,595,799			561,548,947	440,303,299
Timing and recognition										
	293,452,729	316,232,025	36,276,850	26,761,620	118,694,420	-			448,423,999	342,993,645
	8,025,950	9,028,151	24,731,160	23,685,704	80,367,838	64,595,799			113,124,948	97,309,654
	301,478,679	325,260,176	61,008,010	50,447,324	199,062,258	64,595,799			561,548,947	440,303,299

# Notes to the Financial Statements

## 21. REVENUE (CONTINUED)

### 21.2 Nature of goods and services

#### Construction contracts

Revenue from construction contracts is recognised over time as and when the costs are incurred using the input method. These contracts would meet the no alternative use and the Group have rights to payment for work performed. The billings made by the Group for revenue from construction contracts are based on agreed milestone, with general payment terms of 14 days to 90 days (2024: 30 days) from invoice date or on instalment term.

Transaction price is computed based on the price specified in the contract. Revenue is only recognised to the extent that it is highly probable that a significant reversal will not occur. Generally, the Group is required to fulfil warranty obligation over a defect liability period ranging from 3 months to 5 years (2024: 3 months to 5 years) from the date of completion.

#### Sales of goods and services

Revenue from sale of goods and services is recognised when the goods are delivered or services are rendered and accepted by customers at their premises, or recognised when the control of the goods have transferred to the customer. Generally, payment terms for revenue from customers ranging from 30 days to 90 days (2024: 30 days to 90 days) from invoice date or cash term. For the supply of solar products and services to customers, the Group is required to fulfil warranty obligation over a period of up to 5 years (2024: up to 5 years) from the date of completion.

#### Operation and maintenance services

Revenue from operation and maintenance services is recognised over time as and when the services are performed and is probable that the Group would collect the consideration to which it will be entitled in exchange for the service that would be performed to the customer. Generally, the Group is required to render services for 5 years (2024: Nil years) from the date of installation.

### 21.3 Transaction price allocated to the remaining performance obligations

The following table shows revenue from performance obligations for contracts with duration of more than 1 year, that are unsatisfied (or partially unsatisfied) at the reporting date.

	Group	
	2025 RM	2024 RM
Within 1 year	243,920,629	218,060,801
More than 1 year	93,723,165	73,935,239
	337,643,794	291,996,040

The amount disclosed above does not include variable considerations which are constrained. The Group apply the practical expedient of exemption on disclosure of information on remaining performance obligations that have original expected durations of one year or less.

# Notes to the Financial Statements

## 22. RESULTS FROM OPERATING ACTIVITIES

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
<b>Results from operating activities is arrived at after charging/(crediting):</b>				
Auditors' remuneration:				
Audit fees				
- KPMG in Malaysia	576,400	262,900	148,000	71,650
- Overseas affiliates of KPMG in Malaysia	24,541	24,269	24,541	24,269
- Other auditors	92,730	82,473	-	-
Non-audit fees				
- KPMG in Malaysia	256,000	5,500	256,000	5,500
- Other auditors	36,000	-	-	-
<b>Material expenses/(income):</b>				
Amortisation of intangible assets	1,443,191	-	-	-
Depreciation of:				
- property, plant and equipment	5,947,151	5,371,529	150,144	150,145
- investment properties	108,261	108,261	-	-
Fair value gain on derivatives	(97,953)	(262,064)	-	-
Gain on disposal of property, plant and equipment	(95,434)	(142,739)	-	-
Gain on termination of lease contracts	(1,557)	(175)	-	-
Loss/(Gain) on foreign exchange:				
- realised	982,648	662,530	46,670	23,451
- unrealised	1,012,827	(480,685)	2,202,757	(310,211)
Income distribution on liquid investments	(3,596,339)	(432,375)	(1,901,589)	(60,206)
Inventories written down	2,630,933	698,874	-	-
Inventories written off	34,291	30,292	-	-
Net (reversal)/impairment loss on:				
- contract assets	(138,923)	80,908	-	-
- financial assets	(2,592,048)	2,120,522	469,000	43,727
Property, plant and equipment written off	111,640	1,372	-	-
Personnel expenses (including key management personnel):				
- wages, salaries and others	58,289,275	42,140,190	440,000	514,399
- contributions to state plans	5,098,790	4,023,063	-	-
- expenses related to defined benefit plans	231,810	143,926	-	-
<b>Expenses arising from leases</b>				
Expenses relating to short-term leases	630,688	411,817	-	-
Expenses relating to leases of low-value assets	51,191	55,370	-	-

# Notes to the Financial Statements

## 23. FINANCE COSTS

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Interest expense of financial liabilities that are carried at amortised cost:				
- revolving credits	80,788	23,864	9,244	8,822
- term loans	368,463	129,343	-	-
- hire purchase liabilities	68,784	32,779	-	-
- others	153,335	81,571	-	-
Interest expense on lease liabilities	72,356	33,819	-	-
	743,726	301,376	9,244	8,822

## 24. FINANCE INCOME

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Interest income of financial assets calculated using the effective interest method that are at amortised cost:				
- deposits placed with licensed banks	1,142,373	652,808	20,291	5,514
- subsidiaries	-	-	1,052,118	1,088,903
- trade receivables	1,097,000	169,032	-	-
	2,239,373	821,840	1,072,409	1,094,417

# Notes to the Financial Statements

## 25. TAX EXPENSE

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
<b>Current tax expense</b>				
Current year	24,961,864	18,147,876	147,362	358,149
Under/(Over) provision in prior year	2,518,208	97,970	43,372	(419)
	27,480,072	18,245,846	190,734	357,730
<b>Deferred tax expense</b>				
Origination and reversal of temporary differences	(7,522,262)	(6,000,172)	66,806	(133,038)
(Over)/Under provision in prior year	(1,033,380)	66,190	-	-
	(8,555,642)	(5,933,982)	66,806	(133,038)
Total tax expense	18,924,430	12,311,864	257,540	224,692
<b>Reconciliation of tax expense</b>				
Profit before tax	73,559,904	47,851,328	1,459,916	9,450,302
Income tax calculated using Malaysian tax rate of 24% (2024: 24%)	17,654,377	11,484,319	350,380	2,268,072
Tax exempt income	(1,056,381)	(196,744)	(1,511,559)	(2,278,991)
Non-deductible expenses	1,366,666	1,303,281	1,375,347	236,030
Utilisation previously unrecognised deferred tax assets	(162,168)	(212,040)	-	-
Effect of tax rates in foreign jurisdictions	(362,892)	(231,112)	-	-
Under/(Over) provided in prior year	1,484,828	164,160	43,372	(419)
Total tax expense	18,924,430	12,311,864	257,540	224,692

# Notes to the Financial Statements

## 26. EARNINGS PER ORDINARY SHARE

### Basic earnings per ordinary share

The calculation of basic earnings per ordinary share is based on the profit for the year attributable to the owners of the Company and the weighted average number of ordinary shares outstanding during the year.

	Group	
	2025	2024
Profit attributable to the owners of the Company	52,444,101	33,637,537
Weighted average number of ordinary shares at 31 March	588,483,544	516,000,000
Basic earnings per ordinary share (sen)	8.91	6.52

### Diluted earnings per ordinary share

The calculation of diluted earnings per ordinary share is based on the profit for the year attributable to the owners of the Company and the weighted average number of ordinary shares outstanding after adjustment for the effects of all dilutive potential ordinary shares during the year.

The Group does not have any dilutive potential ordinary shares other than the warrants in issue. The warrants in issue do not have dilutive effect as the average fair value of the ordinary shares during the reporting period was below the exercise price of warrants. Hence, the diluted earnings per share of the Group is equal to basic earnings per share.

## 27. DIVIDENDS

Dividends recognised by the Company:

	Sen per share	Total amount RM	Date of payment
<b>2025</b>			
Final 2024	2.25	11,610,000	30 September 2024
<b>2024</b>			
Final 2023	1.75	9,030,000	13 September 2023

A final single tier dividend has been recommended by the Directors in respect of the financial year ended 31 March 2025 of 2.75 sen per ordinary share totalling approximately RM18,914,400 subject to the approval of the members at the forthcoming Annual General Meeting of the Company.

# Notes to the Financial Statements

## 28. OPERATING SEGMENTS

The Group's resources allocation is assessed in accordance to the business performance and requirement of the respective business segments as reviews and determined by the Chief Operating Decision Maker ("CODM") whom are the Managing Directors of the Group. Hence, segment information is presented by business segment that the Group operates in. The format of the business segment is based on the Group's operation management and internal reporting structure.

Segment results, assets and liabilities include items directly attributable to a segment as well as those that can be allocated on a reasonable basis. Expenses which are common and may not be directly allocated to the respective operating segments are allocated to the respective segments based on the relative size of each segment.

Segment capital expenditure is the total costs incurred during the period to acquire property, plant and equipment and investment properties.

### ***Business Segments***

The Group comprises of the following main business segments:

Bio-energy	Manufacturing, installation and technical support of bio-energy systems (which involve the generation of energy from bio-based materials), technical support and trading of related parts and accessories.
Water treatment	Installation and technical support of water treatment equipment and trading of related chemicals.
Solar energy	Installation of solar photovoltaic systems, utilities scale projects including solar farms, commercial and industrial, residential, technical support and trading of related parts and accessories.

The inter-segment transactions have been entered into in the normal course of business and are based on normal trade terms.

# Notes to the Financial Statements

## 28. OPERATING SEGMENTS (CONTINUED)

	Bio-Energy		Water Treatment		Solar Energy		Consolidated	
	2025 RM	2024 RM	2025 RM	2024 RM	2025 RM	2024 RM	2025 RM	2024 RM
<b>Business segments</b>								
Revenue from external customers	301,478,679	325,260,176	61,008,010	50,447,324	199,150,817	64,595,799	561,637,506	440,303,299
Segment profit before tax	50,251,608	33,383,497	7,409,887	6,095,329	15,898,409	8,372,502	73,559,904	47,851,328
<i>Included in the measurement of segment profit before tax are:</i>								
Inter-segment revenue	2,019,286	1,193,622	-	-	27,366	8,400	2,046,652	1,202,022
Fair value gain on derivatives	97,953	262,064	-	-	-	-	97,953	262,064
Finance income	1,470,399	408,860	208,381	203,920	560,593	209,060	2,239,373	821,840
Finance costs	(14,934)	(15,222)	(236,844)	(202,156)	(491,948)	(83,998)	(743,726)	(301,376)
Depreciation and amortisation	(3,952,694)	(4,210,607)	(1,139,138)	(963,128)	(2,406,771)	(306,055)	(7,498,603)	(5,479,790)
Net reversal/(impairment loss) on:								
- contract assets	855,544	(80,908)	-	-	(716,621)	-	138,923	(80,908)
- financial assets	1,758,015	(1,484,209)	(20,482)	40,943	854,515	(677,256)	2,592,048	(2,120,522)
Property, plant and equipment written off	-	(433)	(3,347)	(939)	(108,293)	-	(111,640)	(1,372)
Inventories written down	(427,412)	(552,778)	7,927	(38,441)	(2,211,448)	(107,655)	(2,630,933)	(698,874)
Inventories written off	(2,478)	(7,795)	(81,813)	(22,497)	-	-	(34,291)	(30,292)
Share of profit of associate and joint ventures, net of tax	-	-	-	-	179,132	-	179,132	-
<i>Not included in the measurement of segment profit before tax but provided to CODM:</i>								
Tax expense	(14,624,120)	(8,549,452)	(1,943,712)	(1,554,737)	(2,356,598)	(2,207,675)	(18,924,430)	(12,311,864)
<b>Segment assets</b>	481,326,383	336,136,511	58,907,231	52,624,930	277,005,220	30,833,469	817,238,834	419,594,910
<b>Segment liabilities</b>	131,074,011	116,862,565	15,358,388	12,343,240	92,239,423	13,671,811	238,671,822	142,877,616
<i>Included in the measurement of segment assets are:</i>								
Investment in associate	-	-	-	-	1,309,799	-	1,309,799	-
Investments in joint ventures	-	-	-	-	19,723,279	-	19,723,279	-
Additions to non-current assets other than financial instruments and deferred tax assets	1,432,148	1,279,418	1,820,751	1,324,739	2,299,678	370,761	5,552,577	2,974,918

# Notes to the Financial Statements

## 28. OPERATING SEGMENTS (CONTINUED)

### Geographical segments

The Group's business operates in two geographical areas: Malaysia and Indonesia.

In presenting information on the basis of geographical segments, segment revenue is based on the country in which the entities within the Group are located. Segment assets are based on the geographical location of the assets. The amounts of non-current assets do not include investment in an associate, investments in joint ventures, financial instruments and deferred tax assets.

	Group	
	2025	2024
	RM	RM
<b>Revenue from external customers</b>		
Malaysia	491,162,680	361,670,618
Indonesia	70,474,826	78,632,681
	<b>561,637,506</b>	<b>440,303,299</b>
<b>Non-current assets</b>		
Malaysia	147,762,452	77,022,813
Indonesia	19,912,657	22,642,197
	<b>167,675,109</b>	<b>99,665,010</b>

### Major customers

There were no major customers with revenue equal to or more than 10% of the Group's total revenue for the years ended 31 March 2025 and 31 March 2024.

# Notes to the Financial Statements

## 29. FINANCIAL INSTRUMENTS

### 29.1 Categories of financial instruments

The table below provides an analysis of financial instruments categorised as follows:

- i) Amortised cost (“AC”);
- ii) Fair value through profit or loss (“FVTPL”); and
- iii) Derivatives used for hedging.

	Carrying amount RM	AC RM	FVTPL RM	Derivatives used for hedging RM
<b>2025</b>				
<b>Financial assets</b>				
<b>Group</b>				
Derivative financial assets	8,024	-	-	8,024
Finance lease receivables	4,226,665	4,226,665	-	-
Trade and other receivables	147,512,986	147,512,986	-	-
Cash and cash equivalents	284,808,332	83,781,115	201,027,217	-
	<b>436,556,007</b>	<b>235,520,766</b>	<b>201,027,217</b>	<b>8,024</b>
<b>Company</b>				
Amount due from a subsidiary	20,062,104	20,062,104	-	-
Trade and other receivables	8,134,802	8,134,802	-	-
Cash and cash equivalents	122,180,988	1,189,656	120,991,332	-
	<b>150,377,894</b>	<b>29,386,562</b>	<b>120,991,332</b>	<b>-</b>
<b>Financial liabilities</b>				
<b>Group</b>				
Loans and borrowings	13,007,386	13,007,386	-	-
Derivative financial liabilities	801,294	-	-	801,294
Trade and other payables (excluding provision of warranties)	86,715,124	86,715,124	-	-
	<b>100,523,804</b>	<b>99,722,510</b>	<b>-</b>	<b>801,294</b>
<b>Company</b>				
Trade and other payables	327,943	327,943	-	-

# Notes to the Financial Statements

## 29. FINANCIAL INSTRUMENTS (CONTINUED)

### 29.1 Categories of financial instruments (continued)

2024	Carrying amount RM	AC RM	FVTPL RM	Derivatives used for hedging RM
<b>Financial assets</b>				
<b>Group</b>				
Derivative financial assets	74,921	-	-	74,921
Trade and other receivables	111,038,055	111,038,055	-	-
Cash and cash equivalents	78,088,478	52,673,128	25,415,350	-
	189,201,454	163,711,183	25,415,350	74,921
<b>Company</b>				
Amount due from a subsidiary	21,962,124	21,962,124	-	-
Trade and other receivables	15,626,790	15,626,790	-	-
Cash and cash equivalents	1,094,777	27,555	1,067,222	-
	38,683,691	37,616,469	1,067,222	-
<b>Financial liabilities</b>				
<b>Group</b>				
Loans and borrowings	3,140,327	3,140,327	-	-
Derivative financial liabilities	31,280	-	-	31,280
Trade and other payables (excluding provision of warranties)	54,088,202	54,088,202	-	-
	57,259,809	57,228,529	-	31,280
<b>Company</b>				
Trade and other payables	71,152	71,152	-	-

# Notes to the Financial Statements

## 29. FINANCIAL INSTRUMENTS (CONTINUED)

### 29.2 Net gains and losses arising from financial instruments

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
<b>Recognised in profit and loss</b>				
Net gains/(losses) on:				
Financial assets at AC	3,776,315	(1,053,059)	(1,646,018)	1,025,773
Financial liabilities at AC	(1,458,404)	(613,454)	(9,244)	302,856
Financial assets at FVTPL	3,596,339	432,375	1,901,589	60,206
Derivatives used for hedging	97,953	262,064	-	-
	6,012,203	(972,074)	246,327	1,388,835
<b>Recognised in other comprehensive income</b>				
Derivatives used for hedging	(934,863)	(218,423)	-	-
	5,077,340	(1,190,497)	246,327	1,388,835

### 29.3 Financial risk management

The Group and the Company have exposure to the following risks from its financial instruments:

- Credit risk
- Liquidity risk
- Market risk

### 29.4 Credit risk

Credit risk is the risk of a financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations. The Group's exposure to credit risk arises principally from the individual characteristics of each customer. The Company's exposure to credit risk arises principally from advances to subsidiaries and financial guarantees given to banks for credit facilities granted to certain subsidiaries. There are no significant changes as compared to prior periods.

#### Trade receivables and contract assets

##### *Risk management objectives, policies and processes for managing the risk*

Credit risk is controlled by the application of credit approvals, limits and monitoring procedures. Management has a credit policy in place and the exposure to credit risk is monitored on an ongoing basis. Credit evaluations are performed on all customers requiring credit over a certain amount. The Group does not have any significant exposure to any individual counterparty. The Group has credit policy in place to ensure that transactions are conducted with creditworthy counterparty. The Group uses aging analysis to monitor the credit quality of receivables.

# Notes to the Financial Statements

## 29. FINANCIAL INSTRUMENTS (CONTINUED)

### 29.4 Credit risk (continued)

#### Trade receivables and contract assets (continued)

*Risk management objectives, policies and processes for managing the risk (continued)*

At each reporting date, the Group assesses whether any of the trade receivables and contract assets are credit impaired.

The gross carrying amounts of credit impaired trade receivables and contract assets are written off (either partially or full) when there is no realistic prospect of recovery. This is generally the case when the Group determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. Nevertheless, trade receivables and contract assets that are written off could still be subject to enforcement activities.

There are no significant changes as compared to previous year.

*Exposure to credit risk, credit quality and collateral*

As at the end of the reporting period, the maximum exposure to credit risk arising from trade receivables and contract assets are represented by the carrying amounts in the statements of financial position.

*Concentration of credit risk*

The exposure of credit risk for trade receivables and contract assets as at the end of the reporting period by geographic region was:

	Group	
	2025	2024
	RM	RM
Malaysia	150,427,969	93,018,978
Indonesia	45,471,125	55,380,862
Others	6,064,143	4,685,596
	201,963,237	153,085,436

*Recognition and measurement of impairment loss*

In managing credit risk of trade receivables, the Group manages its debtors and takes appropriate actions (including but not limited to legal actions) to recover long overdue balances.

The Group would assess any receivables with financial difficulties for credit impairments on their risk of loss individually.

The Group uses an allowance matrix to measure expected credit losses ("ECL") of trade receivables. Loss rates are calculated using a 'roll rate' method based on the probability of a receivable progressing through successive stages of delinquency.

# Notes to the Financial Statements

## 29. FINANCIAL INSTRUMENTS (CONTINUED)

### 29.4 Credit risk (continued)

#### Trade receivables and contract assets (continued)

##### Recognition and measurement of impairment loss (continued)

Loss rates are based on payment profiles of past sales and the historical credit loss experience over the past four years. The Group also considers differences between (a) economic conditions during the period over which the historic data has been collected, (b) current conditions and (c) the Group's view of economic conditions over the expected lives of the receivables. Nevertheless, the Group believes that these factors are immaterial for the purpose of impairment calculation for the year.

The following table provides information about the exposure to credit risk and ECLs for trade receivables and contract assets which are grouped together as they are expected to have similar risk nature.

Group	Gross carrying amount RM	Loss allowance RM	Net balance RM
<b>2025</b>			
Current (not past due)	75,082,182	(119,276)	74,962,906
1-30 days past due	25,080,780	(129,545)	24,951,235
31-60 days past due	8,494,693	(32,641)	8,462,052
61-90 days past due	11,226,461	(400,823)	10,825,638
91-120 days past due	5,205,899	(167,265)	5,038,634
More than 120 days past due	23,611,163	(6,273,205)	17,337,958
	148,701,178	(7,122,755)	141,578,423
<b>Credit impaired</b>			
Individually impaired	3,727,185	(3,727,185)	-
Trade receivables	152,428,363	(10,849,940)	141,578,423
Contract assets	61,262,385	(877,571)	60,384,814
	213,690,748	(11,727,511)	201,963,237
<b>2024</b>			
Current (not past due)	54,997,828	-	54,997,828
1-30 days past due	17,651,926	(8,148)	17,643,778
31-60 days past due	9,629,005	(6,747)	9,622,258
61-90 days past due	7,126,488	(258,825)	6,867,663
91-120 days past due	6,363,735	(231,806)	6,131,929
More than 120 days past due	20,952,973	(6,771,959)	14,181,014
	116,721,955	(7,277,485)	109,444,470
<b>Credit impaired</b>			
Individually impaired	6,264,371	(6,264,371)	-
Trade receivables	122,986,326	(13,541,856)	109,444,470
Contract assets	44,803,390	(1,162,424)	43,640,966
	167,789,716	(14,704,280)	153,085,436

# Notes to the Financial Statements

## 29. FINANCIAL INSTRUMENTS (CONTINUED)

### 29.4 Credit risk (continued)

#### Trade receivables and contract assets (continued)

##### Recognition and measurement of impairment loss (continued)

There are trade receivables where the Group has not recognised any loss allowance as the trade receivables are supported by collateral such as agreed instalment plan and other credit enhancement in managing exposure to credit risk.

The movements in the allowance for impairment in respect of trade receivables and contract assets during the year are shown below.

Group	Trade receivables		Contract assets	Total
	Lifetime ECL RM	Credit impaired RM		
<b>Balance at 1 April 2023</b>	(6,311,026)	(5,148,351)	(1,081,516)	(12,540,893)
Amounts written off	126,003	-	-	126,003
Net remeasurement of loss allowance	(1,004,502)	(1,116,020)	(80,908)	(2,201,430)
Translation difference	(87,960)	-	-	(87,960)
<b>Balance at 31 March 2024/1 April 2024</b>	<b>(7,277,485)</b>	<b>(6,264,371)</b>	<b>(1,162,424)</b>	<b>(14,704,280)</b>
Acquisition through business combinations	(2,522,619)	(615,451)	(132,028)	(3,270,098)
Amounts written off	2,037,507	1,137,159	277,958	3,452,624
Net remeasurement of loss allowance	577,711	2,014,337	138,923	2,730,971
Translation difference	62,131	1,141	-	63,272
<b>Balance at 31 March 2025</b>	<b>(7,122,755)</b>	<b>(3,727,185)</b>	<b>(877,571)</b>	<b>(11,727,511)</b>

#### Finance lease receivables

As at the end of the reporting period, the maximum exposure to credit risk on finance lease receivables is represented by their carrying amounts in the statement of financial position.

The Group did not recognise any allowance for impairment losses as the Group is of the view that the loss allowance is immaterial.

#### Cash and cash equivalents

The cash and cash equivalents are held with banks, financial institutions and other financial institutions. As at the end of the reporting period, the maximum exposure to credit risk is represented by their carrying amounts in the statements of financial position.

These banks, financial institutions and other financial institutions have low credit risks. In addition, some of the bank balances are insured by government agencies. Consequently, the Group and the Company are of the view that the loss allowance is not material and hence, not provided for.

# Notes to the Financial Statements

## 29. FINANCIAL INSTRUMENTS (CONTINUED)

### 29.4 Credit risk (continued)

#### Other receivables

Credit risk on other receivables is mainly arising from sundry receivables. As at the end of the reporting period, the maximum exposure to credit risk on other receivables is represented by their carrying amounts in the statement of financial position.

As at the end of the reporting period, the Group did not recognise any allowance for impairment losses as the Group is of the view that the loss allowance is immaterial.

#### Financial guarantees

*Risk management objectives, policies and processes for managing the risk*

The Company provides corporate guarantee to a bank in respect of banking facilities granted to certain subsidiaries. The Company monitors the ability of the subsidiaries to service their borrowings on an ongoing basis.

*Exposure to credit risk, credit quality and collateral*

The maximum exposure to credit risk amounts to RM12,312,650 (2024: RM17,773,284) representing the outstanding banking facilities of the subsidiaries as at the end of the reporting period.

The financial guarantees are provided as credit enhancements to the subsidiaries' secured loans and banking facilities.

*Recognition and measurement of impairment loss*

The Company assumes that there is a significant increase in credit risk when a subsidiary's financial position deteriorates significantly. The Company considers a financial guarantee to be credit impaired when:

- The subsidiary is unlikely to repay its credit obligation to the financial institution in full; or
- The subsidiary is continuously loss making and is having a deficit shareholders' fund.

The Company determines the probability of default of the guaranteed loans individually using internal information available.

As at the end of the reporting period, there was no indication that any subsidiary would default on repayment and hence no allowance for impairment losses was recognised by the Company.

#### Inter-company loans and advances

*Risk management objectives, policies and processes for managing the risk*

The Company provides unsecured loans and advances to subsidiaries. The Company monitors the ability of the subsidiaries to repay the loans and advances on an individual basis.

*Exposure to credit risk, credit quality and collateral*

As at the end of the reporting period, the maximum exposure to credit risk is represented by their carrying amounts in the statement of financial position.

Loans and advances provided are not secured by any collateral to supported by any other credit enhancements.

# Notes to the Financial Statements

## 29. FINANCIAL INSTRUMENTS (CONTINUED)

### 29.4 Credit risk (continued)

#### Inter-company loans and advances (continued)

##### Recognition and measurement of impairment losses

Generally, the Company considers loans and advances to subsidiaries is of low credit risk. The Company assumes that there is a significant increase in credit risk when a subsidiary's financial position deteriorates significantly. As the Company is able to determine the timing of payments of the advances when they are payable, the Company considers the loans and advances to be in default when the subsidiaries are not able to pay when demanded. The Company considers a subsidiary's loan or advance to be credit impaired when:

- the subsidiary is unlikely to repay its loan or advance to the Company in full; or
- the subsidiary is continuously loss making and is having a deficit shareholders' fund.

The Company determines the probability of default for these loans and advances individually using internal information available.

The following table provides information about the exposure to credit risk and ECLs for subsidiaries' loan and advances.

Company	Gross carrying amount RM	Loss allowance RM	Net balance RM
<b>2025</b>			
Low credit risk	25,115,785	-	25,115,785
Credit impaired	3,972,727	(3,972,727)	-
	<b>29,088,512</b>	<b>(3,972,727)</b>	<b>25,115,785</b>
<b>2024</b>			
Low credit risk	29,498,567	-	29,498,567
Credit impaired	3,503,727	(3,503,727)	-
	<b>33,002,294</b>	<b>(3,503,727)</b>	<b>29,498,567</b>

Company	Lifetime ECL RM
<b>Balance at 1 April 2023</b>	3,460,000
Net remeasurement of loss allowance	43,727
<b>Balance at 31 March/1 April 2024</b>	3,503,727
Net remeasurement of loss allowance	469,000
<b>Balance at 31 March 2025</b>	<b>3,972,727</b>

# Notes to the Financial Statements

## 29. FINANCIAL INSTRUMENTS (CONTINUED)

### 29.5 Liquidity risk

Liquidity risk is the risk that the Group and the Company will not be able to meet its financial obligations as they fall due. The Group's and the Company's exposure to liquidity risk arises principally from its various payables, loans and borrowings.

The Group and the Company maintain a level of cash and cash equivalents and bank facilities deemed adequate by the management to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities when they fall due. The Company can also demand repayment of advances/dividends from subsidiaries to meet its ability as and when they fall due.

It is not expected that the cash flows included in the maturity analysis could occur significantly earlier, or at significantly different amounts.

# Notes to the Financial Statements

## 29. FINANCIAL INSTRUMENTS (CONTINUED)

### 29.5 Liquidity risk (continued)

#### Maturity analysis

The table below summarises the maturity profile of the Group's and of the Company's financial liabilities as at the end of the reporting period based on undiscounted contractual payments:

Group	Carrying amount RM	Contractual Discount rate %	Contractual undiscounted cash flows RM	Under 1 year RM	1 - 2 years RM	2 - 5 years RM	More than 5 years RM
<b>2025</b>							
<b>Non-derivative financial liabilities</b>							
Term loans	9,572,907	3.50 - 7.04	10,548,232	3,449,833	3,173,733	3,117,991	806,675
Revolving credit	1,500,000	5.43	1,512,496	1,512,496	-	-	-
Hire purchase liabilities	1,934,479	2.10 - 3.74	2,120,104	566,016	552,292	1,001,796	-
Trade and other payables	86,715,124	-	86,715,124	86,715,124	-	-	-
Lease liabilities	2,485,422	3.28 - 5.11	2,803,313	955,936	668,877	620,500	558,000
	<b>102,207,932</b>		<b>103,699,269</b>	<b>93,199,405</b>	<b>4,394,902</b>	<b>4,740,287</b>	<b>1,364,675</b>
<b>Derivative financial liabilities</b>							
Forward exchange contracts (gross settled):							
Outflow	(8,024)	-	58,824,636	58,824,636	-	-	-
Inflow	801,294	-	(58,031,366)	(58,031,366)	-	-	-
	<b>793,270</b>	-	<b>793,270</b>	<b>793,270</b>	<b>-</b>	<b>-</b>	<b>-</b>

## 29. FINANCIAL INSTRUMENTS (CONTINUED)

### 29.5 Liquidity risk (continued)

#### Maturity analysis (continued)

The table below summarises the maturity profile of the Group's and of the Company's financial liabilities as at the end of the reporting period based on undiscounted contractual payments: (continued)

Group	Carrying amount RM	Contractual interest/ Discount rate %	Contractual undiscounted cash flows RM	Under 1 year RM	1 - 2 years RM	2 - 5 years RM	More than 5 years RM
<b>2024</b>							
<b>Non-derivative financial liabilities</b>							
Term loans	2,410,054	4.52 - 5.25	2,741,269	562,904	512,298	1,301,570	364,497
Hire purchase liabilities	730,273	2.10 - 4.50	800,767	227,985	195,348	377,434	-
Trade and other payables	54,088,202	-	54,088,202	54,088,202	-	-	-
Lease liabilities	933,134	3.77 - 5.01	992,150	445,050	317,500	229,600	-
	58,161,663		58,622,388	55,324,141	1,025,146	1,908,604	364,497
<b>Derivative financial liabilities</b>							
Forward exchange contracts (gross settled):							
Outflow	31,280	-	26,534,838	26,534,838	-	-	-
Inflow	(74,921)	-	(26,578,479)	(26,578,479)	-	-	-
	(43,641)	-	(43,641)	(43,641)	-	-	-

# Notes to the Financial Statements

## 29. FINANCIAL INSTRUMENTS (CONTINUED)

### 29.5 Liquidity risk (continued)

#### Maturity analysis (continued)

Company	Carrying amount RM	Contractual interest/ Discount rate %	Contractual undiscounted cash flows RM	Under 1 year RM
<b>2025</b>				
<b>Non-derivative financial liabilities</b>				
Trade and other payables	327,943	-	327,943	327,943
Financial guarantees	-	-	12,312,650	12,312,650
	<b>327,943</b>		<b>12,640,593</b>	<b>12,640,593</b>
<b>2024</b>				
<b>Non-derivative financial liabilities</b>				
Trade and other payables	71,152	-	71,152	71,152
Financial guarantees	-	-	17,773,284	17,773,284
	<b>71,152</b>		<b>17,844,436</b>	<b>17,844,436</b>

### 29.6 Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates and interest rates that will affect the Group's and the Company's financial position or cash flows.

#### 29.6.1 Currency risk

The Group and the Company are exposed to foreign currency risk arising from transactions that are denominated in a currency other than the respective functional currencies of Group entities. The currencies giving rise to this risk are primarily US Dollars ("USD"), Euro ("EUR"), Indonesian Rupiah ("IDR") and Renminbi ("RMB").

The management does not view the exposure to other currencies to be significant.

#### *Risk management objectives, policies and processes for managing the risk*

The Group's and the Company's foreign exchange management policies are to minimise exposures arising from currency movements. The Group monitors currency movements closely and may enter forward foreign currency contracts to limit its exposure when the needs arise.

# Notes to the Financial Statements

## 29. FINANCIAL INSTRUMENTS (CONTINUED)

### 29.6 Market risk (continued)

#### 29.6.1 Currency risk (continued)

##### *Exposure to foreign currency risk*

The Group's and the Company's main exposure to foreign currency (a currency which is other than the functional currency of the Group entities) risk, based on carrying amounts as at the end of the reporting period are as follows:

Group	Denominated in			
	IDR RM	USD RM	EUR RM	RMB RM
<b>2025</b>				
Trade and other receivables	-	9,543,882	103,085	-
Cash and cash equivalents	-	2,875,312	61,531	4,296
Trade and other payables	(267,505)	(5,378,208)	-	(1,967,121)
Derivative financial assets/(liabilities)	-	(765,990)	-	(27,280)
<b>Net exposure</b>	<b>(267,505)</b>	<b>6,274,996</b>	<b>164,616</b>	<b>(1,990,105)</b>
<b>2024</b>				
Trade and other receivables	-	6,160,831	32,896	-
Cash and cash equivalents	-	6,498,372	4,539,556	855
Trade and other payables	(500,769)	(794,753)	-	(547,874)
Derivative financial assets/(liabilities)	-	33,960	40,961	(31,280)
<b>Net exposure</b>	<b>(500,769)</b>	<b>11,898,410</b>	<b>4,613,413</b>	<b>(578,299)</b>

Company	Denominated in IDR	
	2025 RM	2024 RM
Amount due from a subsidiary	20,062,104	21,962,124

##### *Currency risk sensitivity analysis*

A 1.50% (2024: 1.50%) strengthening of the RM against the following currencies at the end of the reporting period would have increased/(decreased) equity/ post-tax profit or loss by the amounts shown below. The analysis assumes that all other variables, in particular interest rates, remained constant and ignores any impact of forecasted sales and purchases.

# Notes to the Financial Statements

## 29. FINANCIAL INSTRUMENTS (CONTINUED)

### 29.6 Market risk (continued)

#### 29.6.1 Currency risk (continued)

Currency risk sensitivity analysis (continued)

	Equity/Profit or loss	
	2025 RM	2024 RM
<b>Group</b>		
IDR	3,050	5,709
USD	(71,535)	(135,642)
EUR	(1,877)	(52,593)
RMB	22,687	6,593
<b>Company</b>		
IDR	(228,708)	(250,368)

A 1.50% (2024: 1.50%) weakening of RM against the above currencies at the end of the reporting period would have had equal but opposite effect on the above currencies to the amounts shown above, on the basis that all other variables remained constant.

#### 29.6.2 Interest rate risk

The Group's fixed rate borrowing are exposed to a risk of change in their fair values due to changes in interest rates. The Group's variable rate borrowings are exposed to a risk of change in cash flows due to changes in interest rates. Short-term receivables and payables are not significantly exposed to interest rate risk.

*Risk management objectives, policies and processes for managing the risk*

In managing interest rate risk, the Group and the Company maintain a balanced portfolio of fixed and floating rate instruments. All interest rate exposures are monitored and managed by the Group and the Company on a regular basis.

*Exposure to interest rate risk*

The interest rate profiles of the Group's and the Company's significant interest-bearing financial instruments, based on carrying amounts as at the end of the reporting period was:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
<b>Fixed rate instruments</b>				
Financial assets	59,089,059	16,993,006	25,069,336	29,437,376
Financial liabilities	(3,653,660)	(730,273)	-	-
Lease liabilities	(2,485,422)	(933,134)	-	-
	52,949,977	15,329,599	25,069,336	29,437,376

# Notes to the Financial Statements

## 29. FINANCIAL INSTRUMENTS (CONTINUED)

### 29.6 Market risk (continued)

#### 29.6.2 Interest rate risk (continued)

*Exposure to interest rate risk (continued)*

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
<b>Floating rate instruments</b>				
Financial assets	229,945,938	61,095,472	122,180,988	1,094,777
Financial liabilities	(9,353,726)	(2,410,054)	-	-
	220,592,212	58,685,418	122,180,988	1,094,777

*Interest rate risk sensitivity analysis*

(a) *Fair value sensitivity analysis for fixed rate instruments*

The Group and the Company do not account for any fixed rate financial assets and liabilities at fair value through profit or loss. Therefore, a change in interest rates at the end of the reporting period would not affect profit or loss.

(b) *Cash flow sensitivity analysis for variable rate instruments*

A change of 50 basis points ("bp") in interest rates at the end of the reporting period would have increased/(decreased) post-tax profit or loss by the amounts shown below. This analysis assumes that all other variables, in particular foreign currency rates, remain constant.

	Profit or loss			
	50 bp increase	50 bp decrease	50 bp increase	50 bp decrease
	2025	2025	2024	2024
	RM	RM	RM	RM
<b>Group</b>				
Floating rate instruments	838,250	(838,250)	223,005	(223,005)
<b>Company</b>				
Floating rate instruments	464,288	(464,288)	4,160	(4,160)

### 29.7 Hedging activities

#### 29.7.1 Cash flow hedge

The Group entered into forward exchange contracts as hedges for sales and purchases denominated in foreign currencies.

# Notes to the Financial Statements

## 29. FINANCIAL INSTRUMENTS (CONTINUED)

### 29.8 Fair value information

The carrying amounts of cash and cash equivalents, short-term receivables and payables approximate their fair values due to the relatively short-term nature of these financial instruments.

The carrying amounts of the floating rate borrowings and long-term advances to subsidiaries approximate fair value as they are subject to variable interest rates which in turn approximate the current market interest rates for similar loans at the end of the reporting period.

The table below analyses financial instruments carried at fair value and those not carried at fair value for which fair value is disclosed, together with their fair values and carrying amounts shown in the statements of financial position.

Group	Fair value of financial instruments carried at fair value			Fair value of financial instruments not carried at fair value			Total fair value	Carrying amount	
	Level 1	Level 2	Level 3	Total	Level 1	Level 2			Level 3
	RM	RM	RM	RM	RM	RM	RM	RM	RM
2025									
Financial assets									
Trade receivables	-	-	-	-	-	-	1,989,702	1,989,702	1,989,702
Finance lease receivables	-	-	-	-	-	-	2,221,353	2,221,353	2,221,353
Liquid investments	201,027,217	-	-	201,027,217	-	-	-	201,027,217	201,027,217
Derivative financial assets	-	8,024	-	8,024	-	-	-	8,024	8,024
	201,027,217	8,024	-	201,035,241	-	-	4,211,055	205,246,296	205,246,296
Financial liabilities									
Term loans	-	-	-	-	-	-	9,572,907	9,572,907	9,572,907
Hire purchase liabilities	-	-	-	-	-	-	1,934,479	1,934,479	1,934,479
Derivative financial liabilities	-	801,294	-	801,294	-	-	-	801,294	801,294
	-	801,294	-	801,294	-	-	11,507,386	12,308,680	12,308,680

# Notes to the Financial Statements

## 29. FINANCIAL INSTRUMENTS (CONTINUED)

### 29.8 Fair value information (continued)

Group	Fair value of financial instruments carried at fair value				Fair value of financial instruments not carried at fair value				Total fair value	Carrying amount
	Level 1		Level 2		Level 3		Total			
	RM	RM	RM	RM	RM	RM				
2024										
Financial assets										
Trade receivables	-	-	-	-	-	-	3,246,283	3,246,283	3,246,283	3,246,283
Liquid investments	25,415,350	-	-	25,415,350	-	-	-	-	25,415,350	25,415,350
Derivative financial assets	-	74,921	-	74,921	-	-	-	-	74,921	74,921
	25,415,350	74,921	-	25,490,271	-	-	3,246,283	3,246,283	28,736,554	28,736,554
Financial liabilities										
Term loans	-	-	-	-	-	-	2,410,054	2,410,054	2,410,054	2,410,054
Hire purchase liabilities	-	-	-	-	-	-	730,273	730,273	730,273	730,273
Derivative financial liabilities	-	31,280	-	31,280	-	-	-	-	31,280	31,280
	-	31,280	-	31,280	-	-	3,140,327	3,140,327	3,171,607	3,171,607
Company										
2025										
Financial assets										
Amount owing from a subsidiary	-	-	-	-	-	-	20,062,104	20,062,104	20,062,104	20,062,104
Liquid investments	120,991,332	-	-	120,991,332	-	-	-	-	120,991,332	120,991,332
	120,991,332	-	-	120,991,332	-	-	20,062,104	20,062,104	141,053,436	141,053,436
2024										
Financial assets										
Amount owing from a subsidiary	-	-	-	-	-	-	21,962,124	21,962,124	21,962,124	21,962,124
Liquid investments	1,067,222	-	-	1,067,222	-	-	-	-	1,067,222	1,067,222
	1,067,222	-	-	1,067,222	-	-	21,962,124	21,962,124	23,029,346	23,029,346

# Notes to the Financial Statements

## 29. FINANCIAL INSTRUMENTS (CONTINUED)

### 29.8 Fair value information (continued)

#### Transfers between Level 1 and Level 2 fair values

There has been no transfer between Level 1 and Level 2 fair values during the financial year (2024: no transfer in either direction).

#### Level 1 fair value

The fair values of liquid investments are their last quoted bid prices at the end of the reporting period.

#### Level 2 fair value

##### *Derivatives*

The fair value of forward exchange contracts are based on the market price obtained from licensed financial institutions.

#### Level 3 fair value

The following table shows the valuation techniques used in the determination of fair values within Level 3, as well as the key unobservable inputs used in the valuation models.

#### Financial instruments not carried at fair value

Type	Description of valuation technique and inputs used
Term loans, hire purchase liabilities, trade receivables, finance lease receivables, amount due from a subsidiary	Discounted cash flow using a rate based on the current market rate of borrowing of the Group at the reporting date.

## 30. CAPITAL MANAGEMENT

The Group and the Company define capital as the total equity and debt. The objective of the Group's and of the Company's capital management are to maintain an optimal capital structure and ensuring funds availability to support business operations and maximises shareholders' value. The Group and the Company monitor debts to equity ratio to ensure compliance with management policies as well as maintaining shareholders' confidence in the management.

There was no change in the Group's approach to capital management during the financial year.

# Notes to the Financial Statements

## 31. RELATED PARTIES

### Identity of related parties

For the purposes of these financial statements, parties are considered to be related to the Group if the Group or the Company has the ability, directly or indirectly, to control or jointly control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Group or the Company and the party are subject to common control. Related parties may be individuals or other entities.

Related parties also include key management personnel defined as those persons having authority and responsibility for planning, directing and controlling the activities of the Group either directly or indirectly. The key management personnel include all the Directors of the Group.

The Group and the Company have related party relationship with its subsidiaries and key management personnel.

### Significant related party transactions

Related party transactions have been entered into the normal course of business under normal trade terms. The significant related party transactions of the Group and of the Company are shown below. The balances related to the below transactions are shown in Notes 6, 11 and 20.

	Group	
	2025 RM	2024 RM
With companies in which certain Directors and/or person(s) connected to them have interests:		
Purchases	1,298,406	1,855,009
Sales	(46,970)	(70,200)
With companies in which certain Directors of certain subsidiaries and person(s) connected to them have interests:		
Purchases	1,277,303	31,162
Sales	-	(6,551)
Rental income	(49,500)	-
Rental expenses	28,820	-
Related companies		
Purchases	27,562	165,220
Sales	(1,616,397)	(1,637,876)
Progress billings	(12,066,270)	(8,998,646)
Joint Venture		
Management fees income	(18,000)	-
Progress billings	(9,094,676)	-
Key management personnel		
Progress billings	(332,400)	(60,820)

# Notes to the Financial Statements

## 31. RELATED PARTIES (CONTINUED)

### Significant related party transactions (continued)

	Company	
	2025 RM	2024 RM
Subsidiaries		
Dividend income	(4,396,574)	(9,117,259)
Finance income	(1,052,118)	(1,088,903)

The key management personnel compensation are as follows:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
<u>Directors of the Company</u>				
- Fees	396,000	461,372	372,000	425,372
- Remuneration	2,661,788	2,271,143	68,000	89,027
- Other short-term employee benefits (including estimated monetary value of benefits-in-kind)	32,925	34,800	-	-
	3,090,713	2,767,315	440,000	514,399
<u>Directors of the subsidiaries</u>				
- Remuneration	3,909,934	3,111,154	-	-
- Other short-term employee benefits (including estimated monetary value of benefits-in-kind)	22,633	27,968	-	-
	3,932,567	3,139,122	-	-
	7,023,280	5,906,437	440,000	514,399

## 32. ACQUISITION OF SUBSIDIARIES

On 18 June 2024, the Company executed a legally binding term sheet with the shareholders of Plus Xnergy Holding Sdn. Bhd. ("PXH") in respect of the proposed acquisition of the entire equity interest in PXH comprising 66,600,000 ordinary shares in PXH for a purchase consideration of RM110,000,000 which shall be satisfied entirely by way of issuance and allotment of 81,481,482 ordinary shares at an issue price of RM1.35 per share.

# Notes to the Financial Statements

## 32. ACQUISITION OF SUBSIDIARIES (CONTINUED)

On 29 October 2024, the Company completed the acquisition via the issuance and allotment of 81,481,482 ordinary shares of the Company at fair value of RM1.76 per share as below:

- 48,888,889 consideration shares, equivalent to approximately 60% of the total consideration shares, had issued and allotted to the vendors on 29 October 2024; and
- the remaining 32,592,593 consideration shares, equivalent to approximately 40% of total consideration shares, had been issued and allotted to trustee company as a security for the profit guarantee of RM44,000,000 over 4 years.

Accordingly, PXH became a wholly owned subsidiary of the Group. The subsidiary had contributed revenue of approximately RM82,157,000 and profit after taxation of approximately RM2,377,000 to the Group since the date of acquisition.

The following summarises the major classes of consideration transferred, the recognised amounts of assets acquired and liabilities assumed at the acquisition date:

### Fair values of consideration transferred

	No. of shares	Group Fair value per share RM	Total RM
<b>Equity instruments issued</b>			
Consideration shares transferred	81,481,482	1.76	143,407,408

### Fair values of identifiable net assets of PXH

	Pre-acquisition carrying amount RM	Fair value adjustment RM	Recognised values on acquisition RM
Property, plant and equipment	6,747,320	1,100,476	7,847,796
Intangible assets	-	1,968,858	1,968,858
Investment in an associate and joint ventures	12,066,192	8,787,754	20,853,946
Finance lease receivables	5,019,495	-	5,019,495
Deferred tax assets	1,081,958	-	1,081,958
Inventories	23,357,894	-	23,357,894
Contract assets	14,229,162	-	14,229,162
Trade and other receivables	44,069,776	-	44,069,776
Current tax assets	3,255,844	-	3,255,844
Cash and cash equivalents	34,233,644	-	34,233,644
Contract liabilities	(37,096,085)	-	(37,096,085)
Loans and borrowings	(19,209,074)	-	(19,209,074)
Lease liabilities	(870,125)	-	(870,125)
Trade and other payables	(16,509,229)	-	(16,509,229)
Current tax liabilities	(2,066)	-	(2,066)
Deferred tax liabilities	(3,496)	(1,461,349)	(1,464,845)
<b>Total identifiable net assets</b>	<b>70,371,210</b>	<b>10,395,739</b>	<b>80,766,949</b>

# Notes to the Financial Statements

## 32. ACQUISITION OF SUBSIDIARIES (CONTINUED)

### Fair values of identifiable net assets of PXH (continued)

Assets acquired	Method
Property, plant and equipment	Comparison approach adopted by independent valuers for the value of the properties.
Intangible assets – customer contracts	Income approach - multiperiod excess earnings approach was adopted.
Investments in an associate and joint ventures	Income approach – discounted cash flow approach was adopted.

### Goodwill

Goodwill was recognised as a result of acquisition as follows:

	2025 RM
Total consideration transferred	143,407,408
Fair value of identifiable net assets	(80,766,949)
<b>Goodwill</b>	<b>62,640,459</b>

The goodwill is attributable to synergies expected to be achieved from integrating PXH into the Group's business strategy, reflecting a long-term commitment to become the regional partner of choice for innovative and cost-effective green energy solutions to achieve lasting sustainability. None of the goodwill is expected to be deductible for income tax purpose.

### Net cash outflow/(inflow) arising from acquisition of subsidiaries

	2025 RM
Fair value of considerations	143,407,408
Less: non-cash consideration (consideration shares transferred)	(143,407,408)
	-
Cash and cash equivalents acquired	(34,233,644)
Excluded pledged deposits	23,096,664
Net cash inflow from acquisition	(11,136,980)

### Acquisition-related costs

The Company incurred acquisition-related costs of RM1,950,000 related to external legal fees, due diligence costs and other miscellaneous incidental costs. These costs have been included in administrative expenses in the Group's consolidated statement of profit or loss and other comprehensive income.

# Notes to the Financial Statements

## 33. SIGNIFICANT EVENTS

- (i) On 30 May 2024, a subsidiary of the Company, PT Boilermach (“PTBM”) had received a Notice of Tax Underpaid Assessment (Surat Ketetapan Pajak Kurang Bayar (“SKPKB”)) for Corporate Income Tax (“CIT”) and Tax Collection Letter (Surat Tagihan Pajak (“STP”)) for Value Added Tax (“VAT”) for the financial year ended 31 March 2022. Additional assessment on CIT and VAT amounting to Rp17,085,367,544 (equivalent to RM5,161,500) and Rp1,526,936,679 (equivalent to RM461,300), respectively, has been paid by PTBM on 14 June 2024 with objection.

On 7 May 2025, PTBM received notification from the local tax authority, following the outcome of its objection, confirming a tax overpayment of Rp9,186,793,391 (equivalent to RM2,581,489). The refund were credited to PTBM’s bank account on 4 June 2025.

- (ii) On 18 June 2024, the Company executed a legally binding term sheet with the shareholders of Plus Xenergy Holding Sdn. Bhd. (“PXH”) in respect of the proposed acquisition of the entire equity interest in PXH comprising 66,600,000 ordinary shares in PXH for a purchase consideration of RM110,000,000 which shall be satisfied entirely by way of issuance and allotment of 81,481,482 ordinary shares at an issue price of RM1.35 per share.

On 29 October 2024, the Company completed the acquisition via the issuance and allotment of 81,481,482 ordinary shares of the Company at fair value of RM1.76 per share as below:

- a. 48,888,889 consideration shares, equivalent to approximately 60% of the total consideration shares, had been issued and allotted to the vendors on 29 October 2024; and
- b. the remaining 32,592,593 consideration shares, equivalent to approximately 40% of total consideration shares, had been issued and allotted to trustee company as a security for the profit guarantee of RM44,000,000 over 4 years.

Accordingly, PXH became a wholly owned subsidiary of the Group.

# Statement by Directors

Pursuant to Section 251(2) of the Companies Act 2016

In the opinion of the Directors, the financial statements set out on pages 94 to 169 are drawn up in accordance with MFRS Accounting Standards as issued by the Malaysian Accounting Standards Board, IFRS Accounting Standards as issued by the International Accounting Standards Board and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as of 31 March 2025 and of their financial performance and cash flows for the financial year then ended.

Signed on behalf of the Board of Directors in accordance with a resolution of the Directors:

**Chia Lik Khai**

Director

Date: 9 July 2025

**Gan Chih Soon**

Director

# Statutory Declaration

Pursuant to Section 251(1)(b) of the Companies Act 2016

I, Tan Ee Ming, the officer primarily responsible for the financial management of BM GreenTech Berhad, do solemnly and sincerely declare that the financial statements set out on pages 94 to 169 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 Tan Ee Ming, MIA Membership No. 17251, at Subang Jaya in the State of Selangor on 9 July 2025.

**Tan Ee Ming**

Before me:

# Independent Auditors' Report

TO THE MEMBERS OF BM GREENTECH BERHAD

(Registration No: 201001013463 (897694 - T)) (Incorporated in Malaysia)

## REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

### Opinion

We have audited the financial statements of BM GreenTech Berhad, which comprise the statements of financial position as at 31 March 2025 of the Group and of the Company, and the statements of profit or loss and other comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 94 to 169.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 31 March 2025, and of their financial performance and their cash flows for the year then ended in accordance with MFRS Accounting Standards as issued by the Malaysian Accounting Standards Board ("MFRS Accounting Standards"), IFRS Accounting Standards as issued by the International Accounting Standards Board ("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 auditors' report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### *Independence and Other Ethical Responsibilities*

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

### Key Audit Matters

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

#### 1. Revenue from construction contracts

Refer to Note 1(d) - Use of estimates and judgements, Note 2(j) - Material accounting policy: Revenue from contracts with customers and Note 21 - Revenue.

#### The key audit matter

A significant proportion of the Group's revenue was derived from construction contracts with customers which was recognised over a period of time in accordance with MFRS 15, *Revenue from Contracts with Customers*. For the financial year ended 31 March 2025, construction contract revenue amounted to RM447 million representing approximately 80% of the Group's revenue.

We have identified revenue from construction contracts as a key audit matter as it involved the use of significant judgements made by the Group in estimating the stage of completion, in assessing the changes in scope and consequential revised contract price and evaluating the ability of the Group to deliver goods and services according to the agreed timeline. Revenues and profits for the year may deviate significantly on account of any changes in such judgements and estimates.

# Independent Auditors' Report

TO THE MEMBERS OF BM GREENTECH BERHAD  
(Registration No: 201001013463 (897694 - T)) (Incorporated in Malaysia)

## Key Audit Matters (continued)

### 1. Revenue from construction contracts (continued)

#### How the matter was addressed in our audit

We performed the following audit procedures, among others:

- Evaluated the design and implementation of and tested the operating effectiveness of key controls over the recognition of revenue from construction contract;
- For selected projects,
  - agreed contract value to signed agreements and approved variation orders;
  - read the key clauses of the signed contracts, correspondences and minutes of meeting with customers to identify relevant contractual terms covering damages and variation orders and determined whether these were considered in accordance with the requirements of MFRS 15;
  - performed site visits and held discussions with project teams to gauge the reasonableness of the Group's estimation of stage of completion of physical contract work performed;
  - compared prior and/or current year budgets and actual costs incurred and enquired with the Group on any material variances identified;
  - tested the estimated costs to complete by agreeing key forecast costs assumptions to documents such as letters of award, approved purchase orders, sub-contractors' claims and invoices;
  - recomputed the percentage of completion; and
  - assessed if there were any delays in delivery and/or any potential issues which would result in exposure to Liquidated Ascertained Damages.
- Agreed the construction costs incurred during the year on a sample basis to the contractors' progress claims, suppliers' invoices and relevant supporting documents; and
- Assessed the adequacy of the presentation and disclosures in the financial statements.

### 2. Impairment of trade receivables and contract assets

Refer to Note 1(d) - Use of estimates and judgements, Note 11 - Trade and other receivables, Note 13 - Contract assets and Note 29.4 - Financial Instruments: Credit risks - Trade receivables and contract assets.

#### The key audit matter

As at 31 March 2025, the carrying amounts of the Group's trade receivables and contract assets amounted to RM142 million and RM60 million respectively, representing approximately 17% and 7% respectively of the Group's total assets.

The Group assesses impairment of trade receivables both individually and collectively at each reporting date.

The Group's accounting policy with respect of impairment of financial assets and contract assets is covered through Expected Credit Losses ("ECL") method which involves a simplified approach to estimate the loss allowance at an amount equal to lifetime expected credit loss using individual receivables or homogenous group of receivables with similar credit risk characteristics. The Group also assess any receivables with financial difficulties on an individual basis based on their credit risk.

We have identified impairment of trade receivables and contract assets as a key audit matter because the assessment of impairment and calculation of the impairment allowance under ECL method were highly judgemental and there was a significant degree of judgement applied in assessing credit risk, loss rates, customers' payment behaviour pattern and other relevant risk characteristics.

# Independent Auditors' Report

TO THE MEMBERS OF BM GREENTECH BERHAD

(Registration No: 201001013463 (897694 - T)) (Incorporated in Malaysia)

## Key Audit Matters (continued)

### 2. Impairment of trade receivables and contract assets (continued)

#### How the matter was addressed in our audit

We performed the following audit procedures, among others:

- Evaluated the design and implementation of key controls in credit control cycle and the revenue and billings cycle;
- Engaged with management and project managers and reviewed the correspondences with customers of selected projects to ascertain if the projects have any potential delays in delivery which may affect the recoverability of the contract assets and assessed the adequacy of provision for foreseeable losses;
- Tested the accuracy of age bracket in the trade receivables ageing report, by checking to the invoices, on a sample basis;
- Assessed on a sample basis, the recoverability of trade receivables and contract assets by testing the receipts of cash after year end and reviewing the historical payment trend;
- Assessed adequacy of the allowance for ECL by comparing our expectations against the loss allowance made by the Group; and
- Assessed the adequacy of the presentation and disclosure on expected credit loss and relevant credit risks of trade receivables and contract assets.

### 3. Purchase Price Allocation ("PPA") arising from acquisition of Plus Xnergy Holding Sdn. Bhd.

Refer to Note 1(d) - Use of estimates and judgements, Note 5 – Intangible assets, Note 32 – Acquisition of subsidiaries.

#### The key audit matter

On 29 October 2024, the Group completed the purchase of 100% interests in Plus Xnergy Holding Sdn. Bhd., and Plus Xnergy Holding Sdn. Bhd. and its subsidiaries became a subsidiary of the Group. We have identified the PPA exercise as a key audit matter because the determination of fair values in the identifiable assets acquired, and liabilities assumed, including the identification of intangible assets, requires significant judgement by the Group in estimating the underlying assumptions to be applied.

Based on the PPA performed, the fair value of the net identifiable assets acquired is RM81 million of which RM10 million relates to fair value adjustments. The goodwill recognised amounted to RM63 million.

#### How the matter was addressed in our audit

We performed the following audit procedures, among others:

- Obtained the Group's analysis on the recognition of the transaction in respect of the compliance with MFRS 3, *Business Combinations*, including the purchase consideration and determination of the acquisition date;
- Working with our valuation specialists, we assessed the Group's PPA report prepared by an external party; and
  - Considered the objectivity, competence and scope of the Group's external valuation experts;
  - Evaluated the valuation methodology used to determine the fair value of assets and liabilities acquired, considering accounting standard requirements and observed industry practices;
  - Assessed the reasonableness of the key assumptions including price per square foot in the Group's external expert property valuation report to the similar property;
  - Assessed the reasonableness of key assumptions including discount rate in the Group's external valuation expert report prepared in relation to the identification and valuation of investment in joint ventures and associate and customer contracts.
- Recomputed the goodwill arising from the business combination and compared it to the goodwill amount recorded by the Group; and
- Assessed the adequacy of the disclosures in respect of the acquisition in the Group's financial statements.

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

# Independent Auditors' Report

TO THE MEMBERS OF BM GREENTECH BERHAD  
(Registration No: 201001013463 (897694 - T)) (Incorporated in Malaysia)

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

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

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

In connection with our audit of the financial statements of the Group and of the Company, our responsibility is to read the annual report and, in doing so, consider whether the annual report is materially inconsistent with the financial statements of the Group and of the Company or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of the annual report, we are required to report that fact. We have nothing to report in this regard.

## Responsibilities of the Directors for the Financial Statements

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

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

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

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

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

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

# Independent Auditors' Report

TO THE MEMBERS OF BM GREENTECH BERHAD

(Registration No: 201001013463 (897694 - T)) (Incorporated in Malaysia)

## Auditors' Responsibilities for the Audit of the Financial Statements (continued)

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.
- Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of the Group or of the Company to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that gives a true and fair view.
- 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 of the Company for the current year and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our auditors' report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

# Independent Auditors' Report

TO THE MEMBERS OF BM GREENTECH BERHAD  
(Registration No: 201001013463 (897694 - T)) (Incorporated in Malaysia)

## 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 6 to the financial statements.

## OTHER MATTER

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

**KPMG PLT**  
(LLP0010081-LCA & AF 0758)  
Chartered Accountants

Petaling Jaya

9 July 2025

**Ow Peng Li**  
Approval Number: 02666/09/2025 J  
Chartered Accountant

# List of Properties

as at 31 March 2025

Owner Company	Location	Tenure of lease	Land area or built up area	Existing use	Approximate age of buildings	Book Value 31 March 2025 RM'000	Net Date of last revaluation
1. Boilermech Sdn. Bhd.	Lot 875, Jalan Subang 8, Taman Perindustrian Subang, 47620 Subang Jaya, Selangor.	99 years, expiring on 2 September 2068	Land area: 20,407 square meter Built up area: 10,004 square meter	Corporate and administrative office & factory	28 years	14,950	30 August 2010
2. Boilermech Sdn. Bhd.	Lot 873, Jalan Subang 8, Taman Perindustrian Subang, 47620 Subang Jaya, Selangor.	99 years, expiring on 12 October 2061	Land area: 14,163 square meter Built up area: 9,304 square meter	Factory & warehouse	28 years	14,770	6 September 2012
3. Boilermech Sdn. Bhd.	Lot 169438 held under Mukim Klang, Klang, Selangor.	99 years, expiring on 24 February 2097	Land area: 44,517 square meter	Vacant Industrial Land	N/A	10,798	9 June 2014
4. BM GreenTech Berhad	Lot 169438 held under Mukim Klang, Klang, Selangor.	99 years, expiring on 24 February 2097	Land area: 44,517 square meter	Vacant Industrial Land	N/A	10,798	9 June 2014
5. BM TEK Sdn. Bhd.	Lot 1508, Jalan Taman Hui Sing, 93350 Kuching, Sarawak.	60 years, expiring on 27 March 2072	Land area: 1,590 square meter Built up area: 1,221 square meter	Office	14 years	4,936	28 December 2020
6. BM TEK Sdn. Bhd.	Lot 3681, Block 32, Kemena Land District, Jalan Sungai Nyigu, 97000 Bintulu, Sarawak.	60 years, expiring on 19 October 2059	Land area: 1,077 square meter Built up area: 489 square meter	Warehouse	25 years	751	5 January 2016
7. BM TEK Sdn. Bhd.	Lot 2359, Block 32, Kemena Land District, Jalan Sungai Nyigu, 97000 Bintulu, Sarawak.	60 years, expiring on 7 April 2057	Land area: 7,809 square meter	Vacant Industrial Land	N/A	1,947	5 January 2016

# List of Properties

as at 31 March 2025

Owner Company	Location	Tenure of lease	Land area or built up area	Existing use	Approximate age of buildings	Book Value 31 March 2025 RM'000	Net Date of last revaluation
8. BM WaterTEK Sdn. Bhd.	No. 66, Jalan Mutiara Emas 7/5, Taman Mount Austin, 81100 Johor Bahru, Johor.	Freehold	Land area: 362 square meter Built up area: 312 square meter	Office and warehouse	32 years	816	8 January 2016
9. BM WaterTEK Sdn. Bhd.	No. 68, Jalan Mutiara Emas 7/5, Taman Mount Austin, 81100 Johor Bahru, Johor.	Freehold	Land area: 362 square meter Built up area: 312 square meter	Office and warehouse	32 years	933	8 January 2016
10. BM WaterTEK Sdn. Bhd.	No. 27, Jalan Austin Perdana 2/25, Taman Austin Perdana, 81100 Johor Bahru, Johor.	Freehold	Land area: 123 square meter Built up area: 117 square meter	Office	16 years	828	8 January 2016
11. BM WaterTEK Sdn. Bhd.	No. 29, Jalan Austin Perdana 2/25, Taman Austin Perdana, 81100 Johor Bahru, Johor.	Freehold	Land area: 123 square meter Built up area: 117 square meter	Office	16 years	828	8 January 2016
12. PT Boilermech Manufacturing Indonesia	No.43, Jalan Siwalanpanji, Siwalanpanji, Buduran, Sidoarjo, 61252 Jawa Timur, Indonesia.	Expiring on 24 September 2048	Land area: 11,929 square meter Built up area: 8,395 square meter	Office, factory & warehouse	13 years	5,485	25 July 2017
13. PT Boilermech Manufacturing Indonesia	Jalan Beta III, Kawasan Industri Maspion, Manyarsidomukti, Manyar, Gresik, 61151, Jawa Timur, Indonesia.	Expiring on 24 September 2044 Expiring on 26 March 2049	Land area: 15,555 square meter Land area: 10,324 square meter	Vacant Industrial Land	N/A	13,262	14 August 2018
14. Plus Xnergy Services Sdn. Bhd.	No. 21, Jalan Icon City, Icon City 14000 Bukit Mertajam, Seberang Perai, Penang.	Freehold	Land area: 337 square meter Built up area: 543 square meter	Office	11 years	3,970	7 November 2024

# Shareholders' Analysis Report

as at 30 June 2025

Issued and paid-up capital : RM283,526,200.00 divided into 687,796,400 ordinary shares  
Types of shares : Ordinary shares  
Voting rights : One vote per ordinary share

## SHAREHOLDERS BY SIZE OF HOLDINGS

Holdings	No. of Holders	Total Holdings	%
Less than 100	22	262	0.00
100 – 1,000	499	307,416	0.04
1,001 – 10,000	1,548	8,381,902	1.22
10,001 – 100,000	999	34,537,640	5.02
100,001 to less than 5% of issued shares	270	279,397,556	40.62
5% and above of issued shares	1	365,189,624	53.10
	3,339	687,796,400	100.00

## DIRECTORS' SHAREHOLDINGS

Name of Directors	Direct	%	Indirect	%
Dr. Chia Song Kun	400,000	0.06	366,144,324 <sup>(1)</sup>	53.23
Chia Lik Khai	5,500,000	0.80	-	-
Chia Seong Fatt	1,600,000	0.23	400,000 <sup>(3)</sup>	0.06
Gan Chih Soon	20,674,140	3.01	-	-
Tee Seng Chun	13,633,140	1.98	3,520,000 <sup>(2)</sup>	0.51
Ko Chuan Zhen	12,296,593	1.79	-	-
Oh Zhi Kang	11,358,963	1.65	-	-
Datuk Wira Roslan Bin AB Rahman	-	-	-	-
Ng Swee Weng	-	-	-	-
Koh Ee Huei	-	-	-	-
Farah Deba Binti Mohamed Sofian	-	-	-	-

Notes:

<sup>(1)</sup> Deemed interest by virtue of shares held by QL Green Resources Sdn. Bhd. ("QLGR") via his and his spouse's beneficial interest in CBG (L) Foundation, the holding company of CBG (L) Pte. Ltd., which is substantial shareholder of QL Resources Berhad ("QL"), the holding company of QLGR, as well as his and his spouse's interest in Song Bak Holdings Sdn. Bhd.

<sup>(2)</sup> Deemed interest via his spouse's shareholdings in the Company.

<sup>(3)</sup> Deemed interest via his children's shareholdings in the Company.

# Shareholders' Analysis Report

as at 30 June 2025

## SUBSTANTIAL SHAREHOLDERS

Name of Substantial Shareholders	Direct	%	Indirect	%
QL Green Resources Sdn. Bhd.	365,189,624	53.10	-	-
Dr. Chia Song Kun	400,000	0.06	366,144,324 <sup>(1)</sup>	53.23
QL Resources Berhad	-	-	365,189,624 <sup>(2)</sup>	53.10
CBG (L) Foundation	-	-	365,189,624 <sup>(3)</sup>	53.10
CBG (L) Pte. Ltd.	-	-	365,189,624 <sup>(4)</sup>	53.10

Notes:

- <sup>(1)</sup> Deemed interest by virtue of shares held by QL Green Resources Sdn. Bhd. ("QLGR") via his and his spouse's beneficial interest in CBG (L) Foundation, the holding company of CBG (L) Pte. Ltd., which is a substantial shareholder of QL Resources Berhad ("QL"), the holding company of QLGR, as well as his and his spouse's interest in Song Bak Holdings Sdn. Bhd.
- <sup>(2)</sup> Deemed interest by virtue of its wholly-owned subsidiary, QLGR, pursuant to Section 8 of the Companies Act 2016.
- <sup>(3)</sup> Deemed interest by virtue of being the holding company of CBG (L) Pte Ltd, which is a substantial shareholder of QL, the holding company of QLGR.
- <sup>(4)</sup> Deemed interest by virtue of its substantial shareholdings in QL, the holding company of QLGR, pursuant to Section 8 of the Companies Act 2016.

## SHARES HELD IN RELATED CORPORATION

### QL RESOURCES BERHAD (ULTIMATE HOLDING COMPANY) DIRECTORS' SHAREHOLDINGS

Name of Directors	Direct	%	Indirect	%
Dr. Chia Song Kun	1,974,375	0.05	1,502,345,505 <sup>(1)</sup>	41.16
Chia Lik Khai	4,048,100	0.11	428,220 <sup>(2)</sup>	0.01
Gan Chih Soon	0	0.00	49,140 <sup>(2)</sup>	0.00
Chia Seong Fatt	585,000	0.02	433,000,623 <sup>(3)</sup>	11.86

Notes:

- <sup>(1)</sup> Deemed interest via his and his spouse's interest in CBG (L) Foundation, the holding company of CBG (L) Pte. Ltd., Song Bak Holdings Sdn. Bhd., his and his spouse's indirect interest in Ruby Technique Sdn. Bhd. ("RT") and Pelita Global Sdn. Bhd. ("PG") as well as his spouse's and children's shares in QL.
- <sup>(2)</sup> Indirect interest via his spouse's shares in QL.
- <sup>(3)</sup> Deemed interest via his and his spouse's beneficial interest in Farsathy Holdings Sdn. Bhd., his and his spouse's indirect interest in RT and PG as well as his spouse's and children's shares in QL.

# Shareholders' Analysis Report

as at 30 June 2025

## TOP THIRTY (30) LARGEST SHAREHOLDERS

No.	Name of Shareholders	Shareholdings	%
1.	QL Green Resources Sdn. Bhd.	184,425,988	26.81
2.	QL Green Resources Sdn. Bhd.	180,763,636	26.28
3.	Leong Yew Cheong	21,165,824	3.08
4.	Gan Chih Soon	20,674,140	3.01
5.	Tenaga Wan Foong Sdn. Bhd.	17,988,409	2.62
6.	Tee Seng Chun	13,633,140	1.98
7.	RHB Nominees (Tempatan) Sdn. Bhd. Malaysian Trustees Berhad (Pledged Securities Account for Tenaga Wan Foong Sdn. Bhd.)	11,992,273	1.74
8.	Maybank Nominees (Tempatan) Sdn. Bhd. (Pledged Securities Account for Smiling Planet Sdn. Bhd.)	9,777,778	1.42
9.	RHB Nominees (Tempatan) Sdn. Bhd. Malaysian Trustees Berhad (Pledged Securities Account for Smiling Planet Sdn. Bhd.)	6,518,519	0.95
10.	Ko Chuan Zhen	6,299,556	0.92
11.	Oh Zhi Kang	6,013,778	0.87
12.	Wong Poon Han	6,000,372	0.87
13.	RHB Nominees (Tempatan) Sdn. Bhd. Malaysian Trustees Berhad (Pledged Securities Account for Leong Jit Min)	6,000,000	0.87
14.	RHB Nominees (Tempatan) Sdn. Bhd. Malaysian Trustees Berhad (Pledged Securities Account for Ko Chuan Zhen)	5,997,037	0.87
15.	RHB Nominees (Tempatan) Sdn. Bhd. Malaysian Trustees Berhad (Pledged Securities Account for Oh Zhi Kang)	5,345,185	0.78
16.	Law Chee Wong	5,200,000	0.76
17.	Chia Lik Khai	5,100,000	0.74
18.	Liu & Chia Holdings Sdn. Bhd.	4,766,500	0.69
19.	HSBC Nominees (Tempatan) Sdn. Bhd. HSBC (M) Trustee Bhd for Singular Value Fund	4,495,000	0.65
20.	Laura Lorraine Leong Pei-Pei	4,082,000	0.59
21.	Cartaban Nominees (Tempatan) Sdn. Bhd. TMF Trustees Malaysia Berhad for Affin Hwang Wholesale Equity Fund	3,600,000	0.52
22.	Hong Yuet Ngan	3,500,000	0.51
23.	Liu Fui Yee	3,460,100	0.50
24.	Citigroup Nominees (Tempatan) Sdn. Bhd. Lembaga Tabung Haji (UOB)	3,215,700	0.47
25.	RHB Nominees (Tempatan) Sdn. Bhd. Malaysian Trustees Berhad (Pledged Securities Account for Poh Tyng Huei)	2,737,778	0.40
26.	Maybank Nominees (Tempatan) Sdn. Bhd. Poh Tyng Huei	2,306,667	0.34
27.	Amanahraya Trustees Berhad AHAM Tactical Fund	2,270,000	0.33
28.	Too Chin Kiong	2,005,400	0.29
29.	Alliancegroup Nominees (Tempatan) Sdn. Bhd. (Pledged Securities Account for Chuah Kang Boon (6000945))	2,000,000	0.29
30.	Public Nominees (Tempatan) Sdn. Bhd. (Pledged Securities Account for Tan Seow Li (E-KLG))	2,000,000	0.29
		553,334,780	80.45

# Warrant Holders' Analysis Report

as at 30 June 2025

No. of outstanding Warrants : 171,946,590  
 Voting rights : No voting rights  
 Exercise price of Warrants : RM1.88 each  
 Expiry date of Warrants : 10 December 2027

## WARRANT HOLDERS BY SIZE OF HOLDINGS

Holdings	No. of Warrant Holders	Total Warrant Holdings	%
Less than 100	309	12,672	0.01
100 – 1,000	682	341,941	0.20
1,001 – 10,000	1,137	4,205,085	2.45
10,001 – 100,000	475	14,966,076	8.70
100,001 to less than 5% of issued warrants	105	62,026,810	36.07
5% and above of issued warrants	1	90,394,006	52.57
	2,709	171,946,590	100.00

## DIRECTORS' WARRANT HOLDINGS

Name of Directors	Direct	%	Indirect	%
Dr. Chia Song Kun	100,000	0.06	90,632,681 <sup>(1)</sup>	52.71
Chia Lik Khai	1,375,000	0.80	-	-
Chia Seong Fatt	500,000	0.29	-	-
Gan Chih Soon	5,168,535	3.01	-	-
Tee Seng Chun	3,408,285	1.98	880,000 <sup>(2)</sup>	0.51
Ko Chuan Zhen	3,748,148	2.18	-	-
Oh Zhi Kang	3,340,740	1.94	-	-
Datuk Wira Roslan Bin AB Rahman	-	-	-	-
Ng Swee Weng	-	-	-	-
Koh Ee Huei	-	-	-	-
Farah Deba Binti Mohamed Sofian	-	-	-	-

Notes:

<sup>(1)</sup> Deemed interest by virtue of shares held by QL Green Resources Sdn. Bhd. ("QLGR") via his and his spouse's beneficial interest in CBG (L) Foundation, the holding company of CBG (L) Pte. Ltd., which is substantial shareholder of QL Resources Berhad ("QL"), the holding company of QLGR, as well as his and his spouse's interest in Song Bak Holdings Sdn. Bhd.

<sup>(2)</sup> Deemed interest via his spouse's shareholdings in the Company.

# Warrant Holders' Analysis Report

as at 30 June 2025

## TOP THIRTY (30) LARGEST WARRANT HOLDERS

No.	Name of Shareholders	Warrant Holdings	%
1.	QL Green Resources Sdn. Bhd.	45,203,097	26.29
2.	QL Green Resources Sdn. Bhd.	45,190,909	26.28
3.	Leong Yew Cheong	5,291,456	3.08
4.	Gan Chih Soon	5,168,535	3.01
5.	Tee Seng Chun	3,408,285	1.98
6.	RHB Nominees (Tempatan) Sdn. Bhd. Malaysian Trustees Berhad Pledged Securities Account for Tenaga Wan Foong Sdn. Bhd.	2,998,068	1.74
7.	Tenaga Wan Foong Sdn. Bhd.	2,450,102	1.42
8.	Maybank Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account for Smiling Planet Sdn. Bhd.	2,444,444	1.42
9.	Ko Chuan Zhen	2,248,889	1.31
10.	Oh Zhi Kang	2,004,444	1.17
11.	RHB Nominees (Tempatan) Sdn. Bhd. Malaysian Trustees Berhad Pledged Securities Account for Smiling Planet Sdn. Bhd.	1,629,629	0.95
12.	RHB Nominees (Tempatan) Sdn. Bhd. Malaysian Trustees Berhad Pledged Securities Account for Leong Jit Min	1,500,000	0.87
13.	RHB Nominees (Tempatan) Sdn. Bhd. Malaysian Trustees Berhad Pledged Securities Account for Ko Chuan Zhen	1,499,259	0.87
14.	RHB Nominees (Tempatan) Sdn. Bhd. Malaysian Trustees Berhad Pledged Securities Account for Oh Zhi Kang	1,336,296	0.78
15.	Wong Poon Han	1,300,093	0.76
16.	Chia Lik Khai	1,275,000	0.74
17.	HSBC Nominees (Tempatan) Sdn. Bhd. HSBC (M) Trustee Bhd for Singular Value Fund	1,078,925	0.63
18.	Ong Yean Har	1,060,000	0.62
19.	Laura Lorraine Leong Pei-Pei	1,055,000	0.61
20.	Maybank Nominees (Tempatan) Sdn. Bhd. Poh Tyng Huei	1,026,666	0.60
21.	Too Chin Kiong	1,025,000	0.60
22.	Maybank Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account for Soh Tong Hwa	982,275	0.57
23.	Hong Yuet Ngan	875,000	0.51
24.	Law Chee Wong	831,500	0.48
25.	Alliancegroup Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account for Chuah Kang Boon (6000945)	800,000	0.47
26.	Citigroup Nominees (Tempatan) Sdn. Bhd. Lembaga Tabung Haji (UOB)	766,425	0.45
27.	RHB Nominees (Tempatan) Sdn. Bhd. Malaysian Trustees Berhad Pledged Securities Account for Poh Tyng Huei	684,444	0.40
28.	Ong Siew Leng	601,000	0.35
29.	Liu Fui Yee	570,325	0.33
30.	Chia Seong Fatt	500,000	0.29
		136,805,066	79.56

# Notice of Annual General Meeting

**NOTICE IS HEREBY GIVEN THAT** the 15<sup>th</sup> Annual General Meeting of the Company will be held at Zamrud Room, The Saujana Hotel Kuala Lumpur, Saujana Resort, Jalan Lapangan Terbang SAAS, 40150 Shah Alam, Selangor Darul Ehsan on Monday, 25 August 2025 at 10.00 a.m. to transact the following businesses:

## AGENDA

### As Ordinary Business

- |  |  |
|--|--|
| 1. To receive the Statutory Financial Statements for the financial year ended 31 March 2025 together with the Reports of the Directors and Auditors thereon.   | <b>Refer to Explanatory Note 1</b>                         |
| 2. To approve the payment of a final single tier dividend of 2.75 sen per ordinary share amounting to RM18,914,400 for the financial year ended 31 March 2025.   | <b>Resolution 1</b><br><b>Refer to Explanatory Note 2</b>  |
| 3. To re-elect the following Directors who retired in accordance with the Company's Constitution and being eligible, offer themselves for re-election:-  | <b>Refer to Explanatory Note 3</b>                         |
| (a) Dr Chia Song Kun [Clause 76(3)]  | <b>Resolution 2</b>  |
| (b) Mr. Gan Chih Soon [Clause 76(3)]   | <b>Resolution 3</b>  |
| (c) Mr. Ko Chuan Zhen [Clause 78]  | <b>Resolution 4</b>  |
| (d) Puan Farah Deba Binti Mohamed Sofian [Clause 78]   | <b>Resolution 5</b>  |
| 4. To approve the payment of Director's fee of Dr Chia Song Kun amounting to RM10,000 per month for the period commencing from the conclusion of the 15 <sup>th</sup> Annual General Meeting ("AGM") until the next AGM of the Company.                    | <b>Resolution 6</b><br><b>Refer to Explanatory Note 4</b>  |
| 5. To approve the payment of Director's fee of Mr. Ng Swee Weng amounting to RM9,000 per month for the period commencing from the conclusion of the 15 <sup>th</sup> Annual General Meeting ("AGM") until the next AGM of the Company.                     | <b>Resolution 7</b><br><b>Refer to Explanatory Note 4</b>  |
| 6. To approve the payment of Director's fee of Datuk Wira Roslan Bin AB Rahman amounting to RM8,000 per month for the period commencing from the conclusion of the 15 <sup>th</sup> Annual General Meeting ("AGM") until the next AGM of the Company.      | <b>Resolution 8</b><br><b>Refer to Explanatory Note 4</b>  |
| 7. To approve the payment of Director's fee of Ms. Koh Ee Huei amounting to RM8,000 per month for the period commencing from the conclusion of the 15 <sup>th</sup> Annual General Meeting ("AGM") until the next AGM of the Company.                      | <b>Resolution 9</b><br><b>Refer to Explanatory Note 4</b>  |
| 8. To approve the payment of Director's fee of Puan Farah Deba Binti Mohamed Sofian amounting to RM8,000 per month for the period commencing from the conclusion of the 15 <sup>th</sup> Annual General Meeting ("AGM") until the next AGM of the Company. | <b>Resolution 10</b><br><b>Refer to Explanatory Note 4</b> |
| 9. To approve the payment of the following Directors' benefits to the Non-Executive Directors ("NED") of the Company for the period commencing from conclusion of the 15 <sup>th</sup> Annual General Meeting ("AGM") until the next AGM of the Company:   | <b>Resolution 11</b><br><b>Refer to Explanatory Note 4</b> |
| (a) Meeting allowance of RM2,000 per NED per meeting day.  |  |
| 10. To re-appoint KPMG PLT as Auditors of the Company and to authorise the Directors to fix their remuneration.  | <b>Resolution 12</b><br><b>Refer to Explanatory Note 5</b> |

# Notice of Annual General Meeting

## As Special Business:

To consider and if thought fit, to pass the following resolutions:

**11. Authority to Issue Shares and Allot Shares pursuant to Sections 75 and 76 of the Companies Act 2016**

**Resolution 13**  
**Refer to Explanatory Note 6**

“THAT, subject to the Companies Act 2016, the Constitution of the Company, the Listing Requirements of Bursa Malaysia Securities Berhad (“Bursa Securities”) and the approvals from Bursa Securities and other relevant governmental/regulatory authorities, if applicable, the Directors be and are hereby empowered, pursuant to Sections 75 and 76 of the Companies Act 2016, to issue and allot shares in the Company from time to time at such price and upon such terms and conditions and for such purposes and to such persons whomsoever the Directors may, in their absolute discretion deem fit and expedient in the interest of the Company, provided that the aggregate number of shares issued pursuant to this Resolution does not exceed 10 percent (10%) of the total number of issued shares (excluding treasury shares) for the time being, AND THAT the Directors be and are also empowered to obtain the approval for the listing of and quotation for the additional shares so issued on Bursa Securities, AND FURTHER THAT such authority shall commence immediately upon the passing of this Resolution and continue to be in force until the conclusion of the next Annual General Meeting of the Company or at the expiring of the period within which the next annual general meeting is required to be held after the approval was given, whichever is earlier, unless revoked or varied by ordinary resolution of the Company at a general meeting.”

**12. Proposed Renewal of Shareholders’ Mandate and Proposed New Shareholders’ Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature**

**Resolution 14**  
**Refer to Explanatory Note 7**

“THAT subject to the Listing Requirements of Bursa Malaysia Securities Berhad (“Bursa Securities”), approval be and is hereby given to the Company and its subsidiary(ies) to enter into recurrent related party transactions of a revenue or trading nature with the related parties (“Recurrent Related Party Transactions”) as set out in Sections 2.2 and 2.3 of the Circular to the Shareholders dated 25 July 2025 (“the Circular”), subject further to the following:

- (i) the Recurrent Related Party Transactions are entered into in the ordinary course of business on terms not more favourable to the related parties than those generally available to the public, and the Recurrent Related Party Transactions are undertaken on arms’ length basis and are not to the detriment of the minority shareholders of the Company;
- (ii) the disclosure is made in the annual report of the breakdown of the aggregate value of the Recurrent Related Party Transactions conducted pursuant to the shareholders’ mandate during the financial year, amongst others, based on the following information:
  - (a) the type of Recurrent Related Party Transactions made; and
  - (b) the names of the related parties involved in each type of Recurrent Related Party Transactions made and their relationship with the Company;

# Notice of Annual General Meeting

- (iii) the shareholders' mandate is subject to annual renewal and this shareholders' mandate shall only continue to be in full force until:
  - (a) the conclusion of the next Annual General Meeting ("AGM") of the Company following this AGM, at which this shareholders' mandate will lapse, unless by a resolution passed at the said AGM, such authority is renewed;
  - (b) the expiration of the period within which the next AGM is required to be held pursuant to Section 340(2) of the Companies Act 2016 ("Act") (but shall not extend to such extension as may be allowed pursuant to Section 340(4) of the Act); or
  - (c) revoked or varied by resolution passed by the shareholders in general meeting;

whichever is the earlier;

AND THAT the Directors of the Company be authorised to complete and do all such acts and things as they may consider expedient or necessary (including executing such documents as may be required) to give effect to the Recurrent Related Party Transactions contemplated and/ or authorised by this Ordinary Resolution;

AND THAT, the estimates given to the Recurrent Related Party Transactions specified in Sections 2.2 and 2.3 of the Circular being provisional in nature, the Directors and/or any of them be and are hereby authorised to agree to the actual amount or amounts thereof provided always that such amount or amounts comply with the procedures set out in Section 2.5 of the Circular."

**13. Proposed Renewal of Share Buy-Back Authority of up to Ten Percent (10%) of the Total Number of Issued Shares of the Company**

**Resolution 15**  
**Refer to Explanatory Note 8**

"THAT, subject to the Companies Act 2016 ("Act"), the provisions of the Company's Constitution, the Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa Securities") and the approvals of all relevant governmental and/or regulatory authorities, the Company be and is hereby authorised, to the fullest extent permitted by law, to purchase such amount of ordinary shares in the Company as may be determined by the Directors of the Company from time to time through Bursa Securities upon such terms and conditions as the Directors may deem fit and expedient in the interests of the Company ("the Proposed Share Buy-Back Authority") provided that:

- (a) the aggregate number of shares purchased does not exceed ten percent (10%) of the total number of issued shares of the Company as quoted on Bursa Securities as at the point of purchase(s);
- (b) the maximum amount of funds to be allocated by the Company pursuant to the Proposed Share Buy-Back Authority shall not exceed the aggregate of the retained profits of the Company based on its latest audited financial statements and/or the latest management account (where applicable) available at the time of the purchase(s);

# Notice of Annual General Meeting

- (c) upon completion of the purchase(s) by the Company of its own shares, the Directors of the Company be and are hereby authorised to:
  - (a) cancel all or part of the shares so purchased;
  - (b) retain all or part of the shares so purchased;
  - (c) distribute the treasury shares as share dividends to the Company's shareholders for the time being;
  - (d) transfer the treasury shares, or any part thereof as purchase consideration and/or for the purposes of or under an employees' share scheme;
  - (e) resell the treasury shares on Bursa Securities in accordance with the relevant rules of Bursa Securities; or
  - (f) sell, transfer or otherwise use the treasury shares for such other purpose pursuant to Section 127 of the Act.

THAT any authority conferred by this resolution may only continue to be in force until:

- (i) the conclusion of the next annual general meeting of the Company following the general meeting at which such resolution was passed at which time it shall lapse unless by ordinary resolution passed at that meeting, the authority is renewed, either unconditionally or subject to conditions;
- (ii) the expiration of the period within which the next annual general meeting after that date is required by law to be held; or
- (iii) revoked or varied by an ordinary resolution passed by the shareholders in general meeting,

whichever occurs first, but shall not prejudice the completion of purchase(s) by the Company of its own shares before the aforesaid expiry date and, in any event, in accordance with the Listing Requirements of Bursa Securities and any applicable laws, rules, regulations, orders, guidelines and requirements issued by any relevant authorities.

AND THAT authority be and is hereby given unconditionally and generally to the Directors of the Company to take all such steps as are necessary or expedient (including without limitation, the opening and maintaining of central depository account(s) under the Securities Industry (Central Depositories) Act 1991, and the entering into of all other agreements, arrangements and guarantee with any party or parties) to implement, finalise and give full effect to the aforesaid purchase with full powers to assent to any conditions, modifications, revaluations, variations and/or amendments (if any) as may be imposed by the relevant authorities and with the fullest power to do all such acts and things thereafter (including without limitation, the cancellation or retention as treasury shares of all or any part of the purchased shares) in accordance with the Act, the provisions of the Constitution of the Company and the Listing Requirements and/or guidelines of Bursa Securities and all other relevant government and/or regulatory authorities."

14. To transact any other business for which due notice shall have been given.

# Notice of Annual General Meeting

## NOTICE OF DIVIDEND ENTITLEMENT AND PAYMENT

**NOTICE IS ALSO HEREBY GIVEN THAT** subject to the approval of Members at the 15<sup>th</sup> Annual General Meeting of the Company to be held on 25 August 2025, a final single tier dividend of 2.75 sen per ordinary share for the financial year ended 31 March 2025, will be paid on 30 September 2025 to Depositors whose names appear in the Record of Depositors of the Company on 17 September 2025.

A Depositor shall qualify for entitlement only in respect of:

- (a) Securities transferred into the Depositor's securities account before 4:30 p.m. on 17 September 2025 in respect of transfers; and
- (b) Securities bought on the Bursa Malaysia Securities Berhad on a cum entitlement basis according to the Rules of Bursa Malaysia Securities Berhad.

BY ORDER OF THE BOARD

**TAN BEE HWE** (SSM PC No. 202008001497/MAICSA 7021024)  
**SOO SIEW PENG** (SSM PC No. 202008001646/MAICSA 7063110)  
Company Secretaries

Date: 25 July 2025

## NOTES:-

1. For the purposes of determining a member who shall be entitled to attend and vote at the forthcoming 15<sup>th</sup> Annual General Meeting ("AGM") of the Company, the Company shall be requesting the Record of Depositors as at 18 August 2025. Only a depositor whose name appears on the Record of Depositors as at 18 August 2025 shall be entitled to attend and vote at the meeting as well as for appointment of proxy(ies) to attend, speak and vote on his/her stead.
2. The instrument appointing a proxy shall be in writing (in the common or usual form) under the hand of the appointor or of his attorney duly authorised in writing or, if the appointor is a corporation, either under seal or under the hand of an officer or attorney duly authorised. A proxy may but need not be a Member of the Company. There shall be no restriction as to the qualification of the proxy.
3. A Member, including an Authorised Nominee, may appoint not more than two (2) proxies to attend the same meeting.
4. Where a Member, an Authorised Nominee or an Exempt Authorised Nominee appoints two (2) proxies, he shall specify the proportion of his shareholdings to be represented by each proxy.
5. Where a Member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.
6. The instrument appointing a proxy and the power of attorney or other authority, if any, under which it is signed or a notarially certified copy of that power or authority shall be deposited by hand or by facsimile transmission to the Company's Share Registrar, Tricor Investor & Issuing House Services Sdn. Bhd. at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur or alternatively, deposited in the drop box located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur not less than forty-eight (48) hours before the time for holding the meeting or adjourned meeting at which the person named in the instrument proposed to vote and in default the instrument of proxy shall not be treated as valid.
7. If the Proxy Form is signed under the hand of an officer duly authorised, it should be accompanied by a statement reading "signed as authorised officer under Authorisation Document which is still in force, no notice of revocation having been received". If the Proxy Form is signed under the attorney duly appointed under a Power of Attorney, it should be accompanied by a statement reading "signed under Power of Attorney which is still in force, no notice of revocation having been received". A copy of the Authorisation Document or the Power of Attorney, which should be valid in accordance with the laws of the jurisdiction in which it was created and is exercised, should be enclosed with the Proxy Form.
8. The appointment of a proxy may be made in a hard copy form or by electronic means in the following manner and must be received by the Company not less than forty-eight (48) hours before the time appointed for holding the AGM or adjourned general meeting at which the person named in the appointment proposes to vote:
  - (i) In hard copy form  
In the case of an appointment made in hard copy form, this proxy form must be deposited with the Share Registrar of the Company at Tricor Investor & Issuing House Services Sdn. Bhd., Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or alternatively, deposited in the drop box located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia.
  - (ii) By electronic form  
The proxy form can be electronically lodged with the Share Registrar of the Company via TIIH Online at <https://tiah.online>. Kindly refer to the Administrative Guide on the procedures for electronic lodgement of proxy form via TIIH Online.
9. Please ensure ALL the particulars as required in this proxy form are completed, signed and dated accordingly.
10. Last date and time for lodging this proxy form is **Saturday, 23 August 2025 at 10.00 a.m.**

# Notice of Annual General Meeting

11. In the case of a corporation, the instrument appointing a proxy or proxies must be in accordance with the corporation's constitution.
12. Please bring an **ORIGINAL** of the following identification papers (where applicable) and present it to the registration staff for verification:
  - a Identity card (NRIC) (Malaysian), or
  - b Police report (for loss of NRIC) / Temporary NRIC (Malaysian), or
  - c Passport (Foreigner).
13. For a corporate member who has appointed a representative instead of a proxy to attend this meeting, please bring the **ORIGINAL** certificate of appointment executed in the manner as stated in this proxy form if this has not been lodged at the Company's Share Registrar office earlier.

## **Explanatory Notes on Ordinary Business/Special Business:**

### **1. Item 1 of the Agenda**

#### **To receive the Statutory Financial Statements for the Financial Year Ended 31 March 2025**

This Agenda item is meant for discussion only as the provision of Sections 248(2) and 340(1)(a) of the Companies Act 2016 does not require a formal approval of the shareholders for the Statutory Financial Statements. Hence, this Agenda item is not put forward for voting.

### **2. Resolution 1 – Dividend Payment**

With reference to Section 131 of the Companies Act 2016, a company may only make a distribution to the shareholders out of profits of the Company available if the Company is solvent. On 22 May 2025, the Board had considered the amount of dividend and decided to recommend the same for the shareholders' approval. The Directors of the Company are satisfied that the Company will be solvent as it will be able to pay its debts as and when the debts become due within 12 months immediately after the distribution is made on 30 September 2025 in accordance with the requirements under Section 132(2) and (3) of the Companies Act 2016.

### **3. Resolutions 2 to 5 – Re-election of Directors**

In accordance to the Constitution of the Company, Dr Chia Song Kun, Mr. Gan Chih Soon, Mr. Ko Chuan Zhen and Puan Farah Deba Binti Mohamed Sofian (collectively as "Retiring Directors") are due for retirement as Directors of the Company and being eligible, have offered themselves for re-election at this AGM. Details of the Retiring Directors are set out in the Board of Directors' profile of the Annual Report 2025.

The Board has through the Nomination Committee, considered the assessment of the Retiring Directors as well as their adherence to fit and proper criteria as set out in the Directors' Fit and Proper Policy and collectively agreed that they met the criteria of character, experience, integrity, competence and time required to effectively discharge their respective roles as Directors, as prescribed by Paragraph 2.20A of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("MMLR"). The Retiring Director, who serves as an Independent Non-Executive Director, has also confirmed that she fulfils the independence criteria prescribed under the MMLR.

### **4. Resolutions 6 to 11 – Payment of Directors' Fees and Benefits**

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

The Remuneration Committee ("RC") had, in July 2025 reviewed and proposed that an increase of RM1,000 per month in the fees payable to Non-Executive Directors ("NED").

The Board concurred with the RC's recommendation that the proposed increase in Directors' fees is appropriate having considered the increased responsibilities of the NED, which reflects the Group's robust performance, business growth and benchmarking against peer companies.

# Notice of Annual General Meeting

The Board subsequently approved that the fees payable to the NED to be increased as set out below:

Description	Directors' fees per month	Proposed fees per month for the period from 15 <sup>th</sup> AGM until the next AGM of the Company
Non-Independent Non-Executive Chairman	RM9,000	RM10,000
Audit Committee Chairman	RM8,000	RM9,000
Independent Non-Executive Director	RM7,000	RM8,000

The Resolutions 6 to 10, if passed will authorise the payment of the Directors' fees to the NED on a monthly basis. The aforesaid increase in Directors' fees shall continue to be in force until varied by resolution passed by the shareholders in a general meeting.

The proposed Directors' benefits for the Ordinary Resolution 11 consists of meeting allowance to the NED for their attendance at Board and Board Committee meeting(s) per meeting day. The total meeting allowance, based on the estimated number of meetings scheduled for the period is RM100,000. There has been no revision to the meeting allowance previously approved by the shareholders at the 14<sup>th</sup> AGM of the Company held on 12 September 2024.

## 5. **Resolution 12 – Re-appointment of Auditors**

The Board had, at its meeting held on 22 May 2025, approved the AC's recommendation that shareholders' approval be sought at the 15<sup>th</sup> AGM on the re-appointment of KPMG PLT as the auditors of the Company, as set out under Resolution 12. The Board is satisfied with the suitability of KPMG PLT based on the quality of audit, performance, competency and sufficiency of resource that KPMG PLT had provided to BM GreenTech Group. KPMG PLT have indicated their willingness to be re-elected as auditors of the Company.

## 6. **Resolution 13 – Authority to Issue Shares and Allot Shares pursuant to Sections 75 and 76 of the Companies Act 2016**

The Ordinary Resolution 13 is proposed to seek for a renewal of the general mandate for the Directors to issue and allot shares pursuant to Sections 75 and 76 of the Companies Act 2016. If passed, it will empower the Directors of the Company from the date of the 15<sup>th</sup> AGM until the next AGM to allot and issue shares in the Company up to an amount not exceeding in total 10% of the total number of issued shares (excluding treasury shares) of the Company for the time being for such purposes as the Directors consider would be in the best interest of the Company. This authority will, unless revoked or varied at a general meeting, expire at the next AGM of the Company.

The Company has not issued any new shares under the general mandate for the issuance of new ordinary shares which was approved at the 14<sup>th</sup> AGM of the Company held on 12 September 2024 (hence, no proceeds were raised therefrom) and which will lapse at the conclusion of the 15<sup>th</sup> AGM.

The above renewal of the general mandate sought will enable the Directors of the Company to issue and allot shares, including but not limited to further placing of shares for purpose of funding investment(s), working capital and/or acquisitions, at any time to such persons in their absolute discretion without convening a general meeting as it would be both costs and time consuming to organise a general meeting.

## 7. **Resolution 14 – Proposed Renewal of Shareholders' Mandate and Proposed New Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature**

The Ordinary Resolution 14 is proposed and if passed, will enable the Company and/or its subsidiary company(ies) to enter into recurrent transactions involving the interest of Related Parties, which are necessary for the Group's day-to-day operations and undertaken at arm's length, subject to the transactions being carried out in the ordinary course of business and on terms not to the detriment of the minority shareholders of the Company.

## 8. **Resolution 15 – Proposed Renewal of Share Buy-Back Authority of up to Ten Percent (10%) of the Total Number of Issued Shares of the Company**

The proposed resolution, if passed, will empower the Directors to purchase the Company's shares through Bursa Malaysia Securities Berhad up to 10% of the total number of issued shares of the Company. This authority unless revoked or varied by the Company at a general meeting will expire at the conclusion of the next annual general meeting of the Company or within which the next annual general meeting after the date is required by law to be held, whichever occurs first. For further information, please refer to Part B of the Statement to Shareholders dated 25 July 2025.

# Statement Accompanying Notice of 15<sup>th</sup> Annual General Meeting

(Pursuant to Paragraph 8.27(2) of Bursa Malaysia Securities Berhad Main Market Listing Requirements)

The profiles of the Directors who are standing for re-election as per Agenda 3 of the Notice of 15<sup>th</sup> AGM are as follows:

## Ordinary Resolution 2

Dr. Chia Song Kun  
Non-Independent Non-Executive Chairman

Nationality	: Malaysian
Age	: 75
Gender	: Male
Date of Appointment	: 4 March 2011
Length of Tenure (as at 31 March 2025)	: 14 years
Directorship	: <b>Listed entity(ies):</b> <ul style="list-style-type: none"><li>• BM GreenTech Berhad</li><li>• QL Resources Berhad</li></ul> <b>Other public company(ies):</b> Nil

## Qualification

Dr. Chia Song Kun graduated with a Bachelor of Science (Honours) degree majoring in Mathematics from University of Malaya in 1973 and obtained a Master's degree in Business Administration in 1988 from the same university.

## Relevant Experience

Dr. Chia Song Kun began his career in 1973 as a tutor in University of Malaya and subsequently joined University Teknologi MARA, Shah Alam, Selangor Darul Ehsan as a lecturer where he served for eleven (11) years until 1984. He left the educational institution in 1984 to set up CBG Holdings Sdn Bhd to commence the business of distributing fishmeal and other feed-meal raw materials.

He was a founder member of Inti Universal Holdings Berhad (presently known as Inti Universal Holdings Sdn Bhd) which operates one of the leading private university colleges in Malaysia. On 5 July 2008, he was conferred the honorary degree of Doctor of Laws (Hon LLD) by the Honorary Awards Board of the University of Hertfordshire in recognition of his outstanding contribution to the development of business and education in Malaysia.

Dr. Chia Song Kun has beneficial interest in CBG (L) Foundation, the holding company of CBG (L) Pte Ltd, which is a major shareholder of QL Resources Berhad, in turn is the ultimate holding company of BM GreenTech Berhad, held through its wholly-owned subsidiary QL Green Resources Sdn Bhd. He is also a director of QL Green Resources Sdn. Bhd.

Dr. Chia Song Kun is the father of Mr. Chia Lik Khai and brother-in-law to Mr. Chia Seong Fatt. He has no conflict of interest or potential conflict of interest, including interest in any competing business, with the Company or its subsidiaries. He has no conviction for any offences (except for traffic offences, if any) within the past five (5) years and there were no public sanctions or penalties imposed on him by the relevant regulatory bodies during the financial year under review.

The Board hereby supports and recommends the re-election of Dr. Chia Song Kun as the Non-Independent Non-Executive Chairman of the Company for the shareholders' approval.

# Statement Accompanying Notice of 15<sup>th</sup> Annual General Meeting

(Pursuant to Paragraph 8.27(2) of Bursa Malaysia Securities Berhad Main Market Listing Requirements)

## Ordinary Resolution 3

Mr. Gan Chih Soon  
Executive Director

Nationality	: Malaysian
Age	: 51
Gender	: Male
Date of Appointment	: 25 February 2015
Length of Tenure (as at 31 March 2025)	: 10 years 1 month
Directorship	: <b>Listed entity(ies):</b> <ul style="list-style-type: none"><li>• BM GreenTech Berhad</li></ul>

**Other public company(ies):**  
Nil

## Qualification

Mr. Gan Chih Soon obtained his Bachelor of Science in Mechanical Engineering from University of Oklahoma, United States of America.

## Relevant Experience

Mr. Gan Chih Soon started his career in 1997 as a Project Engineer in Vickers Hoskins (M) Sdn Bhd, a boiler manufacturing company. Upon his promotion to Senior Engineer, he led teams to manage the installation and commissioning of boilers in countries such as Indonesia, Thailand, Papua New Guinea, Myanmar and Venezuela. He was later promoted to Project Manager where he was responsible for the overall project management, material procurement, site execution and commissioning of boilers within the biomass industry.

Mr. Gan Chih Soon joined BM GreenTech Group in 2005 as Operation Manager and has since been promoted to General Manager and subsequently as Executive Director. He is presently responsible for overseeing the operations, sales and marketing functions of BM GreenTech Group.

Mr. Gan Chih Soon is a shareholder of the Company. He has no family relationship with any director and/or major shareholder of the Company. He has no conflict of interest or potential conflict of interest, including interest in any competing business, with the Company or its subsidiaries. He has no conviction for any offences (except for traffic offences, if any) within the past five (5) years and there were no public sanctions or penalties imposed on him by the relevant regulatory bodies during the financial year under review.

The Board hereby supports and recommends the re-election of Mr. Gan Chih Soon as the Executive Director of the Company for the shareholders' approval.

# Statement Accompanying Notice of 15<sup>th</sup> Annual General Meeting

(Pursuant to Paragraph 8.27(2) of Bursa Malaysia Securities Berhad Main Market Listing Requirements)

## Ordinary Resolution 4

Mr. Ko Chuan Zhen  
Executive Director

Nationality	: Malaysian
Age	: 41
Gender	: Male
Date of Appointment	: 28 April 2025
Length of Tenure (as at 31 March 2025)	: -
Directorship	: <b>Listed entity(ies):</b> <ul style="list-style-type: none"><li>• BM GreenTech Berhad</li></ul>

**Other public company(ies):**  
Nil

## Qualification

Mr. Ko Chuan Zhen holds a Degree in Electrical Engineering from Multimedia University, Malaysia.

## Relevant Experience

His career began in 2008, where he was working as a solar engineer and sales manager for two multinational solar companies from Japan and Germany. He was instrumental in developing solar power plant businesses across diverse regions including Southeast Asia, the Pan Pacific, Middle East and South Africa. His extensive projects and business development in over 20 cities across 13 countries laid a solid foundation for his entrepreneurial journey.

In 2012, leveraging on his experience and insights, Mr. Ko Chuan Zhen and the co-founders established Leaf Energy Sdn Bhd and subsequently established Plus Xnergy Services Sdn. Bhd. These companies have broadened their offerings to the energy ecosystem, which encompasses energy generation, energy storage, energy efficiency and EV charging solutions.

His contributions to the renewable energy sector have earned him multiple accolades, including Ernst and Young's Emerging Entrepreneur of the Year 2019, listings in Asia's Most Influential and Gen. T List 2020 by Tatler Asia, one of the 400 young entrepreneur leaders who are shaping Asia's future, and recognition in Prestige Malaysia's 40 Under 40 in 2021.

Mr. Ko Chuan Zhen is a shareholder of the Company. He has no family relationship with any director and/or major shareholder of the Company.

He has no conflict of interest or potential conflict of interest, including interest in any competing business, with the Company or its subsidiaries. He has no conviction for any offences (except for traffic offences, if any) within the past five (5) years and there were no public sanctions or penalties imposed on him by the relevant regulatory bodies during the financial year under review.

The Board hereby supports and recommends the re-election of Mr. Ko Chuan Zhen as the Executive Director of the Company for the shareholders' approval.

# Statement Accompanying Notice of 15<sup>th</sup> Annual General Meeting

(Pursuant to Paragraph 8.27(2) of Bursa Malaysia Securities Berhad Main Market Listing Requirements)

## Ordinary Resolution 5

Puan Farah Deba Binti Mohamed Sofian  
Independent Non-Executive Director

Nationality	: Malaysian
Age	: 56
Gender	: Female
Date of Appointment	: 9 July 2025
Length of Tenure (as at 31 March 2025)	: -
Directorship	: <b>Listed entity(ies):</b> <ul style="list-style-type: none"><li>• BM GreenTech Berhad</li><li>• OSK Holdings Berhad</li></ul>

**Other public company(ies):**  
Nil

## Qualification

Puan Farah Deba Binti Mohamed Sofian ("Puan Farah Deba") holds a Degree in Legum Baccalaureus (LL.B) from International Islamic University Malaysia and also Master's of Laws from King's College, University of London, United Kingdom.

## Relevant Experience

Puan Farah Deba is an Advocate & Solicitor, currently a partner with Messrs Wong Lu Peen & Tunku Alina. Puan Farah Deba started her practice in Messrs Zaid Ibrahim & Co. from 1993 to 2003. She then established her own practice as Farah Deba & Associates before she was invited to join her current firm. Backed by more than 30 years of active legal practice, apart from corporate, commercial, real estate, banking, construction, infrastructural and intellectual property work, Puan Farah Deba's current special focus is in private wealth, inheritance and succession industry advising families across generations.

Puan Farah Deba is a registered member of the Society of Trust & Estate Practitioner ("STEP"), a global professional body comprising lawyers, trustees and other practitioners that help Muslim and non-Muslim families, business and wealth owners across multiple jurisdictions and generations plan for their futures. Puan Farah Deba is the current STEP Malaysia Branch Chairperson.

Puan Farah Deba Binti Mohamed Sofian is not a shareholder of the Company. She has no family relationship with any director and/or major shareholder of the Company.

She has no conflict of interest or potential conflict of interest, including interest in any competing business, with the Company or its subsidiaries. She has no conviction for any offences (except for traffic offences, if any) within the past five (5) years and there were no public sanctions or penalties imposed on her by the relevant regulatory bodies during the financial year under review.

The Board hereby supports and recommends the re-election of Puan Farah Deba Binti Mohamed Sofian as the Independent Non-Executive Director of the Company for the shareholders' approval.

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# Proxy Form



**BM GREENTECH BERHAD**

Registration No. 201001013463 (897694-T)  
(Incorporated in Malaysia)

I/We \_\_\_\_\_  
(Full name in block)

NRIC/Passport/Company No.: \_\_\_\_\_ Mobile Phone No.: \_\_\_\_\_

CDS Account No.: \_\_\_\_\_ Number of Shares Held: \_\_\_\_\_

Address: \_\_\_\_\_

being a member of **BM GREENTECH BERHAD** [201001013463 (897694-T)], hereby appoint:-

1) Name of proxy: \_\_\_\_\_ NRIC/Passport No.: \_\_\_\_\_  
(Full name in block)

Address: \_\_\_\_\_

Number of Shares Represented: \_\_\_\_\_

2) Name of proxy: \_\_\_\_\_ NRIC/Passport No.: \_\_\_\_\_  
(Full name in block)

Address: \_\_\_\_\_

Number of Shares Represented: \_\_\_\_\_

or failing him, the Chairman of the Meeting, as my/our proxy to vote for me/us and on my/our behalf at the 15<sup>th</sup> Annual General Meeting of the Company to be held at Zamrud Room, The Saujana Hotel Kuala Lumpur, Saujana Resort, Jalan Lapangan Terbang SAAS, 40150 Shah Alam, Selangor Darul Ehsan on Monday, 25 August 2025 at 10.00 a.m. or any adjournment thereof, and to vote as indicated below:

No.	Ordinary Resolutions	For	Against
1.	To approve the payment of a final single tier dividend of 2.75 sen per ordinary share amounting to RM18,914,400 for the financial year ended 31 March 2025.		
2.	To re-elect Dr Chia Song Kun as Director.		
3.	To re-elect Mr. Gan Chih Soon as Director.		
4.	To re-elect Mr. Ko Chuan Zhen as Director.		
5.	To re-elect Puan Farah Deba Binti Mohamed Sofian as Director.		
6.	To approve the payment of Director's fee of Dr Chia Song Kun amounting to RM10,000 per month for the period commencing from the conclusion of the 15 <sup>th</sup> Annual General Meeting ("AGM") until the next AGM of the Company.		
7.	To approve the payment of Director's fee of Mr. Ng Swee Weng amounting to RM9,000 per month for the period commencing from the conclusion of the 15 <sup>th</sup> AGM until the next AGM of the Company.		
8.	To approve the payment of Director's fee of Datuk Wira Roslan Bin AB Rahman amounting to RM8,000 per month for the period commencing from the conclusion of the 15 <sup>th</sup> AGM until the next AGM of the Company.		
9.	To approve the payment of Director's fee of Ms. Koh Ee Huei amounting to RM8,000 per month for the period commencing from the conclusion of the 15 <sup>th</sup> AGM until the next AGM of the Company.		
10.	To approve the payment of Director's fee of Puan Farah Deba Binti Mohamed Sofian amounting to RM8,000 per month for the period commencing from the conclusion of the 15 <sup>th</sup> AGM until the next AGM of the Company.		
11.	To approve the payment of Directors' benefits comprising meeting allowance of RM2,000 per Non-Executive Director ("NED") per meeting day for the period commencing from the conclusion of the 15 <sup>th</sup> AGM until the next AGM of the Company.		
12.	To re-appoint KPMG PLT as Auditors of the Company and to authorise the Directors to fix their remuneration.		
13.	Authority to Issue and Allot Shares pursuant to Sections 75 and 76 of the Companies Act 2016.		
14.	To approve the Proposed Renewal of Shareholders' Mandate and Proposed New Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature.		
15.	To approve the Proposed Renewal of Share Buy-Back Authority of up to Ten Percent (10%) of the Total Number of Issued Shares of the Company.		

Please indicate with "X" how you wish your vote to be cast. In the absence of specific instruction, your Proxy will vote or abstain as he/she thinks fit

Signed (and sealed) this \_\_\_\_\_ day of \_\_\_\_\_ 2025

\*Signature(s): \_\_\_\_\_  
Member

- \* **Manner of execution:**
- (a) If you are an individual member, please sign where indicated.
  - (b) If you are a corporate member which has a common seal, this proxy form should be executed under seal in accordance with the constitution of your corporation.
  - (c) If you are a corporate member which does not have a common seal, this proxy form should be affixed with the rubber stamp of your company (if any) and executed by:
    - (i) at least two (2) authorised officers, of whom one shall be a director; or
    - (ii) any director and/or authorised officers in accordance with the laws of the country under which your corporation is incorporated

Notes:-

1. For the purposes of determining a member who shall be entitled to attend and vote at the forthcoming 15<sup>th</sup> Annual General Meeting ("AGM") of the Company, the Company shall be requesting Bursa Malaysia Depository Sdn. Bhd. to make available to the Company, a Record of Depositors as at 18 August 2025. Only a depositor whose name appears on the Record of Depositors as at 18 August 2025 shall be entitled to attend the meeting or appoint a proxy to attend, speak and vote on his/her stead.
2. The instrument appointing a proxy shall be in writing (in the common or usual form) under the hand of the appointor or of his attorney duly authorised in writing or, if the appointor is a corporation, either under seal or under the hand of an officer or attorney duly authorised. A proxy may but need not be a Member of the Company and a Member may appoint any person to be his proxy without limitation. There shall be no restriction as to the qualification of the proxy.
3. A Member, including an Authorised Nominee, may appoint not more than two (2) proxies to attend the same meeting.
4. Where a Member, an Authorised Nominee, or an Exempt Authorised Nominee appoints two (2) proxies, he shall specify the proportion of his shareholdings to be represented by each proxy.
5. Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.
6. The instrument appointing a proxy and the power of attorney or other authority, if any, under which it is signed or a notarially certified copy of that power or authority shall be deposited by hand or by facsimile transmission to the Company's Share Registrar, Tricor Investor & Issuing House Services Sdn. Bhd. at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur or alternatively, deposited in the drop box located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur not less than forty-eight (48) hours before the time for holding the meeting or adjourned meeting at which the person named in the instrument proposed to vote and in default the instrument of proxy shall not be treated as valid.
7. If the Proxy Form is signed under the hand of an officer duly authorised, it should be accompanied by a statement reading "signed as authorised officer under Authorisation Document which is still in force, no notice of revocation having been received". If the Proxy Form is signed under the attorney duly appointed under a Power of Attorney, it should be accompanied by a statement reading "signed under Power of Attorney which is still in force, no notice of revocation having been received". A copy of the Authorisation Document or the Power of Attorney, which should be valid in accordance with the laws of the jurisdiction in which it was created and is exercised, should be enclosed with the Proxy Form.
8. The appointment of a proxy may be made in a hard copy form or by electronic means in the following manner and must be received by the Company not less than forty-eight (48) hours before the time appointed for holding the General Meeting or adjourned General Meeting at which the person named in the appointment proposes to vote:
  - (i) In hard copy form

In the case of an appointment made in hard copy form, this proxy form must be deposited with the Share Registrar of the Company at Tricor Investor & Issuing House Services Sdn. Bhd., Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or alternatively, deposited in the drop box located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia.
  - (ii) By electronic form

The proxy form can be electronically lodged with the Share Registrar of the Company via TIIH Online at <https://tiih.online>. Kindly refer to the Administrative Guide on the procedures for electronic lodgement of proxy form via TIIH Online.
9. Please ensure ALL the particulars as required in this proxy form are completed, signed and dated accordingly.
10. Last date and time for lodging this proxy form is **Saturday, 23 August 2025 at 10.00 a.m.**
11. In the case of a corporation, the instrument appointing a proxy or proxies must be in accordance with the corporation's constitution.
12. Please bring an ORIGINAL of the following identification papers (where applicable) and present it to the registration staff for verification:
  - a Identity card (NRIC) (Malaysian), or
  - b Police report (for loss of NRIC) / Temporary NRIC (Malaysian), or
  - c Passport (Foreigner).
13. For a corporate member who has appointed a representative instead of a proxy to attend this meeting, please bring the ORIGINAL certificate of appointment executed in the manner as stated in this proxy form if this has not been lodged at the Company's Share Registrar office earlier.



## **BM GreenTech Berhad**

Registration No. 201001013463 (897694-T)

Lot 875, Jalan Subang 8  
Taman Perindustrian Subang  
47620 Subang Jaya  
Selangor, Malaysia

### **Hotline**

Tel (6)03 8023 9137  
Fax (6)03 8023 2127

### **Website**

[www.bmgreentech.com](http://www.bmgreentech.com)