TMC LIFE SCIENCES BERHAD
200301021989 (624409-A)
(Incorporated in Malaysia)

Directors' Report and Audited Financial Statements
30 June 2025

200301021989 (624409-A)

TMC Life Sciences Berhad
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Directors' report

The Directors have pleasure in presenting their report together with the audited financial statements of the Group and of the Company for the financial year ended 30 June 2025.

Principal activities

The principal activity of the Company is investment holding.

The principal activities and other information of the subsidiaries are disclosed in Note 16 to the financial statements.

Holding companies

The immediate, penultimate and ultimate holding companies are Sasteria (M) Pte. Ltd., Sasteria Pte. Ltd. and Thomson Medical Group Limited respectively, all of which are incorporated in The Republic of Singapore. The ultimate holding company is listed on the Mainboard of Singapore Exchange Securities Trading Limited.

Results

	Group RM'000	Company RM'000
Profit for the financial year, attributable to owners of the parent	3,606	31,229

There were no material transfers to or from reserves or provisions during the financial year, other than as disclosed in the financial statements.

In the opinion of the Directors, the results of the operations of the Group and of the Company during the financial year were not substantially affected by any item, transaction or event of a material and unusual nature.

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Dividend

Dividend paid by the Company since 30 June 2024 was as follows:

	RM'000
In respect of the financial year ended 30 June 2024 as reported in the Directors' report of that financial year:	
First and final single-tier dividend of 0.4898 sen per ordinary share and a special single-tier dividend of 1.7271 sen per ordinary share, declared on 21 August 2024 and paid on 3 January 2025	38,616

A first and final single-tier dividend of 0.1863 sen per ordinary share in respect of the financial year ended 30 June 2025 had been declared on 26 August 2025. The financial statements for the current financial year do not reflect these proposed dividends. Such dividends will be accounted for in equity as an appropriation of retained profits in the financial year ending 30 June 2026.

Directors

The names of the Directors of the Company in office since the beginning of the financial year to the date of this report are:

Dato' Sri Mohd Mokhtar Bin Mohd Shariff	
Kan Kheong Ng*	
Dr. Heng Jun Li Melvin*	
June Leong Lai Ling	
Mazrina Binti Arifin	
Dato' Mohd Sheridan Bin Ramli	
Cheah Ho Chee	(Retired on 6 November 2024)
Wan Nadiah Binti Wan Mohd Abdullah Yaakob	(Removed on 9 December 2024)

* These Directors are also Directors of certain subsidiaries of the Company.

The names of the Directors of the Company's subsidiaries in office since the beginning of the financial year to the date of this report, not including those Directors listed above are:

Wong Yu Chee	
Dato' Dr. Mohd Hamzah Bin Kamarul Zaman	
Dato' Dr. Ahmad Adzuan bin Abdul Rahman	(Appointed on 30 May 2025)
Siva Kumaran A/L P.Jayaraman	(Appointed on 30 May 2025)
Lakshmi Devi A/P K.V Ramachandra Menon	(Appointed on 14 July 2025)
Chong Kuoh Ren	(Appointed on 14 July 2025)
Navdeep Singh Pannu A/L Mohan Singh	(Resigned on 29 March 2025)

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Directors' benefits

Neither at the end of the financial year, nor at any time during that financial year, did there subsist any arrangement to which the Company was a party, whereby the Directors might acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate, other than those arising from the share options granted under the Company's Employees' Share Options Scheme ("ESOS").

Since the end of the previous financial year, no Director has received or become entitled to receive a benefit (other than benefits included in the aggregate amount of emoluments received or due and receivable by the Directors or the fixed salary of a full-time employee of the Company as shown below) by reason of a contract made by the Company or a related corporation with any 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.

The Directors' benefits are as follows:

	Group RM'000	Company RM'000
Salaries, fees and bonuses	2,407	884
Estimated monetary value of benefits-in-kind	55	49
	2,462	933

The Company maintains a liability insurance for the Directors and Officers of the Group. The total amount of sum insured for Directors and Officers of the Group for the financial year amounted to RM15,000,000. In respect of the above, the amount of insurance premium paid for the financial year was RM25,660.

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Directors' interests in share options

According to the register of Directors' shareholdings, the interests of Directors in office at the end of the financial year in ordinary shares or options over ordinary shares in the Company and ultimate holding company during the financial year were as follows:

		I---------------- Number of options over ordinary shares -------------------I				
	Option price RM	1.7.2024 '000	Granted '000	Exercised '000	Lapsed/ forfeited '000	30.6.2025 '000
Interests in the Company						
Dato' Sri Mohd Mokhtar Bin Mohd Shariff	0.75	2,000	-	-	(2,000)	-
Kan Kheong Ng	0.94	2,000	-	-	(2,000)	-

On 28 May 2025, the ESOS has expired and the Board of Directors had resolved that there shall be no further extension and/or renewal on the ESOS.

	I----- Number of shares granted for the Share Grant Plan 2015 -----I				
	1.7.2024	Granted	Exercised	Lapsed/ forfeited	30.6.2025
Interests in the ultimate holding company, Thomson Medical Group Limited					
Dr. Heng Jun Li Melvin					
Time-based Awards	1,468,400	-	-	-	1,468,400
Performance-related Awards	8,810,100	-	-	-	8,810,100

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Issues of shares

The Company has not issued any new shares or debentures during the financial year.

ESOS

The Company has an ESOS plan for the granting of non-transferable options that are to be settled by physical delivery of the ordinary shares of the Company to eligible Directors and employees.

The salient features and other terms of the ESOS plan are disclosed in Note 26(b) to the financial statements.

The details of the options over the ordinary shares of the Company are as follows:

		[---------------- Number of options over ordinary shares				----------------]	Exercisable
	Option price	1.7.2024	Granted	Exercised	Lapsed/ forfeited	30.6.2025	30.6.2025
	RM	'000	'000	'000	'000	'000	'000
Grant date							
28 August 2015	0.75	3,746	-	-	(3,746)	-	-
25 January 2017	0.94	3,125	-	-	(3,125)	-	-
26 September 2018	0.94	2,000	-	-	(2,000)	-	-
17 November 2020	0.75	6,410	-	-	(6,410)	-	-
		15,281	-	-	(15,281)	-	-

Details of options granted to Directors are disclosed in the section on Directors' interests in this report.

The ESOS of the Company, which had been in effect for a period of ten years since its implementation on 28 May 2015, expired on 28 May 2025. Pursuant to Clause 20.5 of the ESOS By-Laws, all unexercised ESOS options lapsed on the expiry date, notwithstanding any provisions to the contrary. As at the date of expiry, the share option reserve relating to the vested but unexercised options was transferred to retained profits.

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Other statutory information

(a) Before the statements of comprehensive income and statements of financial position of the Group and of the Company were made out, the Directors took reasonable steps:

(i) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of allowance for doubtful debts and satisfied themselves that all known bad debts had been written off and that adequate allowance had been made for doubtful debts; and

(ii) to ensure that any current assets which were unlikely to realise their values as shown in the accounting records in the ordinary course of business had been written down to an amount which they might be expected so to realise.

(b) At the date of this report, the Directors are not aware of any circumstances which would render:

(i) the amount written off for bad debts or the amount of the allowance for doubtful debts in the financial statements of the Group and of the Company inadequate to any substantial extent; and

(ii) the values attributed to the current assets in the financial statements of the Group and of the Company misleading.

(c) At the date of this report, the Directors are not aware of any circumstances which have arisen which would render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.

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

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

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

(ii) any contingent liability of the Group or of the Company which has arisen since the end of the financial year.

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Other statutory information (contd.)

(f) In the opinion of the Directors:

(i) no contingent or other liability has become enforceable or is likely to become enforceable within the period of twelve months after the end of the financial year which will or may affect the ability of the Group or of the Company to meet their obligations when they fall due; and

(ii) no item, transaction or event of a material and unusual nature has arisen in the interval between the end of the financial year and the date of this report which is likely to affect substantially the results of the operations of the Group or of the Company for the financial year in which this report is made.

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Auditors

The auditors, Ernst & Young PLT, have expressed their willingness to continue in office.

Auditors' remuneration are as follow:

	Group RM'000	Company RM'000
Statutory audits	358	85
Other services	92	7
	450	92

To the extent permitted by law, the Company has agreed to indemnify its auditors, Ernst & Young PLT, as part of the terms of its audit engagement against claims by third parties arising from the audit (for an unspecified amount). No payment has been made to indemnify Ernst & Young PLT for the financial year ended 30 June 2025.

Signed on behalf of the Board in accordance with a resolution of the Directors dated 26 August 2025.

Dato' Sri Mohd Mokhtar Bin Mohd Shariff

Kan Kheong Ng

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Statement by Directors
Pursuant to Section 251(2) of the Companies Act 2016

We, Dato' Sri Mohd Mokhtar Bin Mohd Shariff and Kan Kheong Ng, being two of the Directors of TMC Life Sciences Berhad, do hereby state that, in the opinion of the Directors, the accompanying financial statements set out on pages 18 to 98 are drawn up in accordance with MFRS Accounting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as at 30 June 2025 and of their financial performance and cash flows for the financial year then ended.

Signed on behalf of the Board in accordance with a resolution of the Directors dated 26 August 2025.

Dato' Sri Mohd Mokhtar Bin Mohd Shariff

Kan Kheong Ng

Statutory declaration
Pursuant to Section 251(1)(b) of the Companies Act 2016

I, Wong Yu Chee, being the Officer primarily responsible for the financial management of TMC Life Sciences Berhad, do solemnly and sincerely declare that the accompanying financial statements set out on pages 18 to 98 are to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act, 1960.

Subscribed and solemnly declared
by the abovenamed Wong Yu Chee
at Petaling Jaya
on 26 August 2025

Before me,

PESURUHJAYA SUMPAH
NO B456
WONG KAI FEN
BC/W/513
1/1/2025-31/12/2027
MALAYSIA

TETUAN TAN HEE SOON WONG & PARTNERS
PEGUAMBELA & PEGUAMCARA
NO. 31-3 2ND FLOOR, PJU 5/10
DATARAN SUNWAY, KOTA DAMANSARA
47810 PETALING JAYA SELANGOR

Wong Yu Chee
MIA 16689

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Independent auditors' report to the members of
TMC Life Sciences Berhad
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Report on the audit of the financial statements

Opinion

We have audited the financial statements of TMC Life Sciences Berhad, which comprise the statements of financial position as at 30 June 2025 of the Group and of the Company, and the statements of comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 18 to 98.

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

Basis for opinion

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing. Our responsibilities under those standards are further described in the *Auditors' responsibilities for the audit of the financial statements* section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit 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 Code of Ethics for Professional Accountants (including International Independence Standards) ("IESBA Code"), as applicable to audits of financial statements of public interest entities and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

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Independent auditors' report to the members of
TMC Life Sciences Berhad (contd.)
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Report on the audit of the financial statements (contd.)

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the Group and of the Company for the current financial year. We have determined that there are no key audit matters to communicate in our report on the financial statements of the Company. The key audit matters for the audit of the financial statements of the Group are described below. These matters were addressed in the context of our audit of the financial statements of the Group as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the *Auditors' responsibilities for the audit of the financial statements* section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis of our audit opinion on the accompanying financial statements.

(A) Revenue recognition - hospital division

(Refer to Notes 2.15 and 4 to the financial statements)

During the financial year ended 30 June 2025, the Group had recognised a total revenue of RM312 million from the hospital division, which represents about 90% of the Group's total revenue.

Given the nature of the hospital operations and that the Group relies heavily on information technology system in accounting for its revenue, where such information technology system processes large volumes of data for numerous types of products and services which consist of individually low value transactions, we assessed the risk of material misstatement in respect of revenue recognition to be higher and therefore identified it as an area of focus.

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**Independent auditors' report to the members of
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Report on the audit of the financial statements (contd.)

Key audit matters (contd.)

(A) Revenue recognition - hospital division (contd.)

In addressing this area of focus, we performed, amongst others, the following procedures:

- We obtained an understanding of the management's internal controls over the timing and amount of revenue recognised;
- Together with our information technology specialist, we tested the automated and manual controls in place to ensure completeness and accuracy of revenue recognised, including the updating of approved billing rate changes in the system and the data interface between the billing system and the general ledger;
- We performed correlation analysis between revenue, trade receivables and cash and bank balances, and inspected samples of documents which evidenced the rendering of services and sales of products to customers; and
- We inspected samples of documents to establish whether transactions were recorded in the correct accounting period.

(B) Impairment assessment of goodwill

(Refer to Notes 3.2(a) and 14(a) to the financial statements)

As at 30 June 2025, the carrying amount of goodwill recognised by the Group amounted to RM193 million, representing 21% and 17% of the Group's total non-current assets and total assets respectively. This goodwill relates to a subsidiary principally engaged in healthcare services. The Group is required to perform annual impairment assessment of the cash generating unit ("CGU") to which this goodwill has been allocated.

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Report on the audit of the financial statements (contd.)

Key audit matters (contd.)

(B) Impairment assessment of goodwill (contd.)

The Group estimated the recoverable amount of its CGU to which the goodwill is allocated based on value-in-use ("VIU"). Estimating the VIU involves estimating the CGU's future cash inflows and outflows and discounting it at an appropriate discount rate ("discounted cash flow approach").

We identified this as our area of audit focus due to the significance of the amount, the complexity and the significant judgement involved in determining the recoverable amount of the CGU using a discounted cash flow approach. Specifically, we focused on the evaluation of the assumptions on revenue growth rate, terminal growth rate and discount rate.

In addressing this area of focus, we performed, amongst others, the following procedures:

- We obtained an understanding of the relevant internal controls over estimating the recoverable amount of the CGUs;
- We evaluated the management's key assumptions on revenue growth rate and terminal growth rate, by taking into consideration the current and expected future economic conditions. We also compared these key assumptions against past actual outcomes of another subsidiary of the Group which operates in similar activity;
- Together with internal valuation specialist, we evaluated the appropriateness of the discount rate used to determine the present value of the cash flows and assessed whether the rate used reflects the current market assessments of the time value of money and the risks specific to the asset; and
- We also assessed the sensitivity analysis performed by management on the key assumptions used in the impairment model, to understand the impact that reasonable alternative assumptions would have on the carrying amount.

We also evaluated the adequacy of the Group's disclosures of each key assumption on which the Group has based its cash flow projections. Key assumptions are those to which the recoverable amount is most sensitive, as disclosed in Note 14(a) to the financial statements.

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Independent auditors' report to the members of
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Report on the audit of the financial statements (contd.)

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 Directors' report and annual report, but does not include the financial statements of the Group and of the Company and our auditors' report thereon, which we obtained prior to the date of this auditors' report.

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

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

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

Responsibilities of the Directors for the financial statements

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

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Independent auditors' report to the members of
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Report on the audit of the financial statements (contd.)

Auditors' responsibilities for the audit of the financial statements

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

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

- Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and of the Company's internal control;

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors;

- Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern;

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Independent auditors' report to the members of
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Report on the audit of the financial statements (contd.)

Auditors' responsibilities for the audit of the financial statements (contd.)

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: (contd.)

- Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation; and

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

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Independent auditors' report to the members of
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Other matters

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

Ernst & Young PLT
202006000003 (LLP0022760-LCA) & AF 0039
Chartered Accountants

Tseu Tet Khong @ Tsau Tet Khong
03374/06/2026 J
Chartered Accountant

Kuala Lumpur, Malaysia
26 August 2025

TMC Life Sciences Berhad
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Statements of comprehensive income
For the financial year ended 30 June 2025

		Group		Company	
	Note	**2025 RM'000**	**2024 RM'000**	**2025 RM'000**	**2024 RM'000**
Revenue	4	345,538	346,418	33,650	17,291
Other income	5	4,601	4,164	-	1,135
Inventories and consumables		(118,019)	(101,314)	-	-
Staff costs	8	(117,946)	(107,089)	-	-
Other operating expenses		(67,832)	(56,865)	(3,485)	(2,695)
Depreciation and amortisation		(34,101)	(27,905)	-	-
Interest income		4,167	5,466	1,361	1,589
Finance costs	6	(9,336)	(10,254)	-	-
Profit before tax	7	7,072	52,621	31,526	17,320
Income tax expense	10	(3,466)	(11,973)	(297)	(338)
Profit for the financial year, representing total comprehensive income (net of tax) for the financial year		3,606	40,648	31,229	16,982
Profit for the financial year, representing total comprehensive income (net of tax) for the financial year attributable to owners of the parent		3,606	40,648	31,229	16,982
Earnings per share attributable to owners of the parent (sen):					
Basic/diluted	11	0.21	2.33		

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

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Statements of financial position
As at 30 June 2025

		Group		Company	
	Note	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Assets					
Non-current assets					
Property, plant and equipment	13	725,778	718,274	-	-
Intangible assets	14	201,192	206,494	-	-
Investment property	15	2,039	2,099	-	-
Investment in subsidiaries	16	-	-	660,175	649,887
Deferred tax assets	24	700	315	-	-
		929,709	927,182	660,175	649,887
Current assets					
Inventories	17	15,908	11,622	-	-
Trade and other receivables	18	65,600	51,592	788	8,507
Tax recoverable		11,409	10,755	-	-
Cash and bank balances	19	109,564	188,572	32,722	42,768
		202,481	262,541	33,510	51,275
Total assets		1,132,190	1,189,723	693,685	701,162
Current liabilities					
Contract liabilities	4	519	525	-	-
Trade and other payables	20	69,286	72,035	642	682
Borrowings	21	39,948	25,302	-	-
Provision	22	-	381	-	-
Income tax payable		559	377	49	118
		110,312	98,620	691	800
Net current assets		92,169	163,921	32,819	50,475
Non-current liabilities					
Contract liabilities	4	357	257	-	-
Borrowings	21	143,024	179,932	-	-
Provision	22	739	222	-	-
Deferred tax liabilities	24	24,715	22,658	-	-
		168,835	203,069	-	-
Total liabilities		279,147	301,689	691	800
Net assets		853,043	888,034	692,994	700,362

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Statements of financial position
As at 30 June 2025 (contd.)

		Group		Company	
	Note	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Represented by:					
Equity attributable to owners of the parent					
Share capital	25	625,986	625,986	625,986	625,986
Reserves	26	-	1,316	-	1,316
Retained profits	27	227,057	260,732	67,008	73,060
Total equity		853,043	888,034	692,994	700,362

The accompanying accounting policies and explanatory notes form an integral part of the financial statement.

TMC Life Sciences Berhad
(Incorporated in Malaysia)

Statements of changes in equity
For the financial year ended 30 June 2025

		<------------ Attributable to owners of the parent ------------>			
			Non-distributable	Distributable	
	Note	Share capital RM'000	Share options reserve RM'000	Retained profits RM'000	Total RM'000
Group					
At 1 July 2024		625,986	1,316	260,732	888,034
Profit for the financial year, representing total comprehensive income (net of tax) for the financial year		-	-	3,606	3,606
Transactions with owners					
Fair value charges on share options granted under ESOS		-	19	-	19
Transfer within reserve for ESOS forfeited/lapsed		-	(1,335)	1,335	-
Dividend on ordinary shares	12	-	-	(38,616)	(38,616)
Total transactions with owners		-	(1,316)	(37,281)	(38,597)
At 30 June 2025		625,986	-	227,057	853,043

TMC Life Sciences Berhad
(Incorporated in Malaysia)

Statements of changes in equity (contd.)
For the financial year ended 30 June 2025

	Note	<------------ Attributable to owners of the parent			------------>
			Non-distributable	Distributable	
		Share capital	Share options reserve	Retained profits	Total
		RM'000	RM'000	RM'000	RM'000
Group					
At 1 July 2023		625,986	1,415	234,558	861,959
Profit for the financial year, representing total comprehensive income (net of tax) for the financial year		-	-	40,648	40,648
Transactions with owners					
Fair value charges on share options granted under ESOS		-	55	-	55
Transfer within reserve for ESOS forfeited		-	(154)	154	-
Dividend on ordinary shares	12	-	-	(14,628)	(14,628)
Total transactions with owners		-	(99)	(14,474)	(14,573)
At 30 June 2024		625,986	1,316	260,732	888,034

TMC Life Sciences Berhad
(Incorporated in Malaysia)

Statements of changes in equity (contd.)
For the financial year ended 30 June 2025

		<------------ Attributable to owners of the parent ------------>			
			Non-distributable	Distributable	
	Note	Share capital RM'000	Share options reserve RM'000	Retained profits RM'000	Total RM'000
Company					
At 1 July 2024		625,986	1,316	73,060	700,362
Profit for the financial year, representing total comprehensive income (net of tax) for the financial year		-	-	31,229	31,229
Transactions with owners					
Fair value charges on share options granted under ESOS		-	19	-	19
Transfer within reserve for ESOS forfeited/lapsed		-	(1,335)	1,335	-
Dividend on ordinary shares	12	-	-	(38,616)	(38,616)
Total transactions with owners		-	(1,316)	(37,281)	(38,597)
At 30 June 2025		625,986	-	67,008	692,994

TMC Life Sciences Berhad
(Incorporated in Malaysia)

Statements of changes in equity (contd.)
For the financial year ended 30 June 2025

	Note	<------------ Attributable to owners of the parent ------------>			
			Non-distributable	Distributable	
	Note	Share capital RM'000	Share options reserve RM'000	Retained profits RM'000	Total RM'000
Company					
At 1 July 2023		625,986	1,415	70,552	697,953
Profit for the financial year, representing total comprehensive income (net of tax) for the financial year		-	-	16,982	16,982
Transactions with owners					
Fair value charges on share options granted under ESOS		-	55	-	55
Transfer within reserve for ESOS forfeited		-	(154)	154	-
Dividend on ordinary shares	12	-	-	(14,628)	(14,628)
Total transactions with owners		-	(99)	(14,474)	(14,573)
At 30 June 2024		625,986	1,316	73,060	700,362

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

TMC Life Sciences Berhad
(Incorporated in Malaysia)

Statements of cash flows
For the financial year ended 30 June 2025

	Group		Company	
	2025	**2024**	**2025**	**2024**
	RM'000	**RM'000**	**RM'000**	**RM'000**
Operating activities				
Profit before tax	7,072	52,621	31,526	17,320
Adjustments for:				
Allowance for expected credit losses:				
- trade receivables	646	147	-	-
Amortisation of intangible assets	5,852	2,750	-	-
Property, plant and equipment:				
- depreciation	28,189	25,095	-	-
- written off	36	68	-	-
- gain on disposal	(12)	-	-	-
Depreciation of investment property	60	60	-	-
Gain on termination of leases	(2)	(42)	-	-
Gain on disposal of subsidiaries	-	-	-	(1,135)
Loss on liquidation of a subsidiary	-	-	-	8
Inventory written off	143	131	-	-
Unwinding of discount on provision for restoration	14	8	-	-
Interest expense	9,322	10,246	-	-
Interest income	(4,167)	(5,466)	(1,361)	(1,589)
Dividend income	-	-	(33,650)	(17,291)
Fair value charges on share options granted under ESOS	19	55	6	15
Operating profit/(loss) before changes in working capital carried forward	47,172	85,673	(3,479)	(2,672)

TMC Life Sciences Berhad
(Incorporated in Malaysia)

Statements of cash flows
For the financial year ended 30 June 2025 (contd.)

	Group 2025 RM'000	Group 2024 RM'000	Company 2025 RM'000	Company 2024 RM'000
Operating activities (contd.)				
Operating profit/(loss) before changes in working capital brought forward	47,172	85,673	(3,479)	(2,672)
Changes in working capital:				
Inventories	(4,429)	1,619	-	-
Receivables	(14,654)	8,746	(2,556)	(5,042)
Contract liabilities	94	782	-	-
Payables	5,715	(10,906)	(40)	(1,260)
Cash flows from/(used in) operations	33,898	85,914	(6,075)	(8,974)
Interest paid	(9,126)	(10,176)	-	-
Income taxes paid	(2,266)	(975)	(366)	(256)
Net cash flows from/(used in) operating activities	22,506	74,763	(6,441)	(9,230)
Investing activities				
Uplift/(placement) of deposits placed with:				
- financial institutions with original maturity of more than three months	32,225	(31,058)	11,003	7,425
- deposits pledged	94	(36)	-	-
Interest received	4,167	5,466	1,361	1,589
Subscription of shares in subsidiaries	-	-	-	(394)
Proceeds from liquidation of a subsidiary	-	-	-	55
Proceeds from disposals of property, plant and equipment	12	-	-	-
Purchase of property, plant and equipment	(40,707)	(25,350)	-	-
Purchase of intangible assets	(432)	(3,195)	-	-
Dividend received from subsidiaries	-	-	33,650	17,291
Net cash flows (used in)/from investing activities	(4,641)	(54,173)	46,014	25,966

TMC Life Sciences Berhad
(Incorporated in Malaysia)

Statements of cash flows
For the financial year ended 30 June 2025 (contd.)

	Group		Company	
	2025	**2024**	**2025**	**2024**
	RM'000	**RM'000**	**RM'000**	**RM'000**
Financing activities				
Dividends paid	(38,616)	(14,628)	(38,616)	(14,628)
Drawdown of term loan	-	2,978	-	-
Repayments of:				
- lease liabilities	(2,461)	(2,027)	-	-
- finance lease obligation				
- industrial hire purchase	(882)	(882)	-	-
- term loans	(22,595)	(15,097)	-	-
Net cash flows used in financing activities	(64,554)	(29,656)	(38,616)	(14,628)
Net changes in cash and cash equivalents	(46,689)	(9,066)	957	2,108
Cash and cash equivalents at the beginning of financial year	107,511	116,577	14,704	12,596
Cash and cash equivalents at the end of financial year (Note 19)	60,822	107,511	15,661	14,704

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

1. Corporate information

TMC Life Sciences Berhad (the "Company") is a public limited liability company, incorporated and domiciled in Malaysia, and is listed on the Main Market of Bursa Malaysia Securities Berhad ("Bursa Securities"). The registered office of the Company is located at 7th Floor, Menara Milenium, Jalan Damanlela, Pusat Bandar Damansara, Damansara Heights, 50490 Kuala Lumpur. The principal place of business of the Company is located at Level 11, No.11, Jalan Teknologi, Taman Sains Selangor 1, PJU 5, Kota Damansara, 47810 Petaling Jaya, Selangor Darul Ehsan.

The immediate, penultimate and ultimate holding companies are Sasteria (M) Pte. Ltd., Sasteria Pte. Ltd. and Thomson Medical Group Limited respectively, all of which are incorporated in The Republic of Singapore. The ultimate holding company is listed on the Mainboard of Singapore Exchange Securities Trading Limited.

The principal activity of the Company is investment holding. The principal activities of the subsidiaries are disclosed in Note 16.

There have been no significant changes in the nature of these activities during the financial year.

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the Directors on 26 August 2025.

2. Material accounting policy information

2.1 Basis of preparation

The financial statements of the Group and of the Company have been prepared in accordance with MFRS Accounting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia. At the beginning of the current financial year, the Group and the Company adopted new and amended MFRSs which are mandatory for annual financial periods beginning on or after 1 January 2024 described fully in Note 2.2.

The financial statements have been prepared on the historical cost basis except otherwise disclosed in the accounting policies below.

The financial statements are presented in Ringgit Malaysia ("RM"), and all values are rounded to the nearest thousand ("RM'000") except when otherwise indicated.

2.2 Changes in accounting policies

On 1 July 2024, the Group and the Company adopted the following Amendments to MFRSs which are effective for annual financial periods beginning on or after 1 January 2024.

Description	Effective for annual periods beginning on or after
• Amendments to MFRS 16 Leases: *Lease liability in a Sale and Leaseback*	1 January 2024
• Amendments to MFRS 101: *Classification of Liabilities as Current or Non Current*	1 January 2024
• Amendments to MFRS 101: *Non-current Liabilities with Covenants*	1 January 2024
• Amendments to MFRS 107 and MFRS 7 Disclosures: *Supplier Finance Arrangements*	1 January 2024

The adoption of the above standards did not have any significant impact on the financial statements of the Group and of the Company.

2. Material accounting policy information (contd.)

2.3 Standards issued but not yet effective

The standards that are issued but not yet effective up to the date of issuance of the Group's and of the Company's financial statements are disclosed below. The Group and the Company intend to adopt these standards, if applicable, when they become effective.

Description	Effective for annual periods beginning on or after
• Amendments to MFRS 121: *The Effects of Changes in Foreign Exchange Rates - Lack of Exchangeability*	1 January 2025
• Annual Improvements to MFRS 1, 7, 9, 10, 107 and 141: *Accounting Standards - Volume 11*	1 January 2026
• Amendments to MFRS 9 Financial Instruments and MFRS 7 Financial Instruments*: Contracts Referencing Nature-dependent Electricity*	1 January 2026
• Amendments to MFRS 9 Financial Instruments and MFRS 7 Financial Instruments*: Disclosures - Amendments to the Classification and Measurement of Financial Instruments*	1 January 2026
• MFRS 18: *Presentation and Disclosure in Financial Statements*	1 January 2027
• MFRS 19: *Subsidiaries without Public* Accountability: *Disclosure*	1 January 2027
• Amendments to MFRS 10 and MFRS 128: *Sale or Contribution of Assets between an Investor and its Associate or Joint Venture*	Deferred

The Directors expect that the adoption of the above standards will have no material impact on the financial statements in the period of initial application, except for the changes in presentation and disclosures of financial information arising from the adoption of the standard as discussed below:

MFRS 18: *Presentation and Disclosure in Financial Statements*

MFRS 18 will replace MFRS 101: *Presentation of Financial Statements*. It preserves the majority requirements of MFRS 101 while introducing additional requirements. In addition, narrow-scope amendments have been made to MFRS 107: *Statement of Cash Flows* and some requirements of MFRS 101 have been moved to MFRS 108: *Basis of Preparation of Financial Statements*.

2. Material accounting policy information (contd.)

2.3 Standards issued but not yet effective (contd.)

MFRS 18: *Presentation and Disclosure in Financial Statements* (cont'd.)

MFRS 18 additional requirements are as follows:

(i) Statement of profit or loss and other comprehensive income

MFRS 18 introduces newly defined "operating profit or loss" and "profit or loss before financing and income tax" subtotal which are to be presented in the statement of profit or loss, while the net profit or loss remains unchanged.

Statement of profit or loss to be presented in five categories: operating, investing, financing, income taxes and discontinued operations.

(ii) Statement of cash flows

The standard modifies the starting point for calculating cash flows from operations using the indirect method, shifting from "profit or loss" to "operating profit or loss". It also provides guidance on classification of interest and dividend in statement of cash flows.

(iii) New disclosures of expenses by nature

Entities are required to present expenses in the operating category by nature, function or a mix of both. MFRS 18 includes guidance for entities to assess and determine which approach is most appropriate based on the facts and circumstances.

(iv) Management-defined Performance Measures ("MPMs")

The standard requires disclosure of explanations of the entity's company-specific measures that are related to the statement of profit or loss, referred as MPMs. MPMs are required to be reconciled to the most similar specified subtotal in MFRS Accounting Standards.

(v) Enhanced guidance on aggregation and disaggregation

MFRS 18 provides enhanced guidance on grouping items based on shared characteristics and requires disaggregation when items have dissimilar characteristics or when such disaggregation is material.

The Group and the Company are currently assessing the impact of MFRS 18, particularly with respect to the structure of the statement of profit or loss, the statement of cash flows and the additional disclosures required for MPMs. The Group and the Company are also assessing the impact on aggregation and disaggregation on how information is grouped in the financial statements.

2. Material accounting policy information (contd.)

2.4 Basis of consolidation

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries. Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee.

Specifically, the Group controls an investee if, and only if, the Group has:

(i) power over the investee (i.e. existing rights that give it the current ability to direct the relevant activities of the investee);

(ii) exposure, or rights, to variable returns from its investment with the investee; and

(iii) the ability to use its power over the investee to affect its returns.

Generally, there is a presumption that a majority of voting rights result in control. To support this presumption and when the Group has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

(i) the contractual arrangement with the other vote holders of the investee;

(ii) rights arising from other contractual arrangements; and

(iii) the Group’s voting rights and potential voting rights.

The Group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the financial year are included in the consolidated financial statements from the date the Group gains control until the date the Group ceases to control the subsidiary.

Profit or loss and each component of other comprehensive income ("OCI") are attributed to the owners of the parent of the Group and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance. When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with the Group’s accounting policies. All intra-group assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation except for unrealised losses which are not eliminated if there are indications of impairment.

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction.

2. Material accounting policy information (contd.)

2.4 Basis of consolidation (contd.)

If the Group loses control over a subsidiary, it derecognises the related assets (including goodwill), liabilities, non-controlling interest and other components of equity while any resultant gain or loss is recognised in profit or loss. Any investment retained is recognised at fair value.

Business combinations

Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred measured at acquisition date's fair value and the amount of any non-controlling interests in the acquiree. Acquisition-related costs are expensed as incurred and included in administrative expenses.

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts by the acquiree.

If the business combination is achieved in stages, any previously held equity interest is remeasured at its acquisition date's fair value and any resulting gain or loss is recognised in profit or loss.

Any contingent consideration to be transferred by the acquirer will be recognised at fair value at the acquisition date. Contingent consideration classified as equity is not remeasured and its subsequent settlement is accounted for within equity. Contingent consideration classified as an asset or liability that is a financial instrument and within the scope of MFRS 9: *Financial Instruments* is measured at fair value with the changes in fair value recognised in the statement of comprehensive income in accordance with MFRS 9. Other contingent consideration that is not within the scope of MFRS 9 is measured at fair value at each reporting date with changes in fair value recognised in profit or loss.

Goodwill is initially measured at cost, being the excess of the aggregate of the fair value of the consideration transferred and the amount recognised for non-controlling interests, and any previous interest held, over the fair value of the net identifiable assets acquired and liabilities assumed. If the fair value of the net assets acquired is in excess of the aggregate fair value of the consideration transferred, the Group re-assesses whether it has correctly identified all of the assets acquired and all of the liabilities assumed and reviews the procedures used to measure the amounts to be recognised at the acquisition date. If the reassessment still results in an excess of the fair value of net assets acquired over the aggregate consideration transferred, then the gain is recognised in profit or loss on acquisition date.

2. Material accounting policy information (contd.)

2.5 Subsidiaries

In the Company's separate financial statements, investments in subsidiaries are accounted for at cost less impairment losses. On disposal of such investments, the difference between net disposal proceeds and their carrying amounts is included in profit or loss.

2.6 Property, plant and equipment

Property, plant and equipment is stated at cost, net of accumulated depreciation and accumulated impairment losses, if any. Such cost includes the cost of replacing part of the property, plant and equipment. When significant parts of plant and equipment are required to be replaced at intervals, the Group depreciates them separately based on their specific useful lives. Likewise, when a major inspection is performed, its cost is recognised in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied. All other repair and maintenance costs are recognised in profit or loss as incurred. The present value of the expected cost for the decommissioning of an asset after its use is included in the cost of the respective asset if the recognition criteria for a provision are met.

Freehold land has an unlimited useful life and is not depreciated. Capital work-in-progress ("WIP") are also not depreciated as these assets are not available for use. Depreciation of buildings constructed on leasehold land is provided for on a straight-line basis to write off the cost of the asset to its residual value over the shorter of the estimated useful life of 50 years or the respective remaining lease periods of the leasehold land.

Depreciation is calculated on a straight-line basis over the estimated useful lives of the assets, as follows:

Buildings	2%
Electrical and mechanical equipment	10%
Motor vehicles	20%
Medical equipment	10%
Furniture and fittings	10% - 20%
Renovation	10% - 15%
Office equipment and computers	10% - 25%

2. Material accounting policy information (contd.)

2.6 Property, plant and equipment (contd.)

The carrying values of property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

An item of property, plant and equipment and any significant part initially recognised is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on disposal on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the profit or loss when the asset is derecognised.

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end, and adjusted prospectively, if appropriate.

2.7 Intangible assets

(a) Goodwill

Goodwill recognised in a business combination is an asset at the acquisition date and is initially measured at cost being the excess of the sum of the consideration transferred, the amount of any non-controlling interest in the acquiree and the fair value of the acquirer's previously held equity interest (if any) in the entity over net of the acquisition-date amounts of the identifiable assets acquired and the liabilities assumed. If, after reassessment, the interest of the Group in the fair value of the acquiree's identifiable net assets exceeds the sum of the consideration transferred, the amount of any non-controlling interest in the acquiree and the fair value of the acquirer's previously held equity interest in the acquiree (if any), the excess is recognised immediately in profit or loss as a bargain purchase gain.

Where goodwill has been allocated to a cash-generating unit ("CGU") and part of the operation within that unit is disposed of, the goodwill associated with the disposed operation is included in the carrying amount of the operation when determining the gain or loss on disposal. Goodwill disposed in these circumstances is measured based on the relative values of the disposed operation and the portion of the CGU retained.

2. Material accounting policy information (contd.)

2.7 Intangible assets (contd.)

(b) Other intangible assets

Intangible assets other than goodwill acquired separately are measured on initial recognition at cost. The cost of intangible assets acquired in a business combination is represent fair value at the date of acquisition. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and accumulated impairment losses. Internally generated intangibles, excluding capitalised development costs, are not capitalised and the related expenditure is reflected in profit or loss in the period in which the expenditure is incurred.

The useful life of intangible assets are assessed as either finite or indefinite.

Intangible assets with finite lives are amortised over the expected useful life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting period. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are considered to modify the amortisation period or method, as appropriate, and are treated as changes in accounting estimates. The amortisation expense on intangible assets with finite lives is recognised in the statement of comprehensive income in the expense category that is consistent with the function of the intangible assets.

Intangible assets with indefinite useful lives are not amortised, but are tested for impairment annually, either individually or at the CGU level. The assessment of indefinite life is reviewed annually to determine whether the indefinite life continues to be supportable. If not, the change in useful life from indefinite to finite is made on a prospective basis.

Gains or losses arising from derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in the statement of comprehensive income when the asset is derecognised.

2. Material accounting policy information (contd.)

2.7 Intangible assets (contd.)

(b) Other intangible assets (contd.)

Computer software

Computer software is measured initially at cost. Following initial acquisition, computer software is measured at cost less any accumulated amortisation and accumulated impairment losses.

The useful life of computer software is assessed to be finite. Computer software is amortised on a straight-line basis over the estimated useful life assessed for impairment whenever there is an indication that it may be impaired.

During the financial year, the Group and the Company conducted a review to reassess the useful lives of their intangible assets. This reassessment was conducted in light of the change in plan with regards to the usage of the hospital information management system, resulting in the need to revise the expected useful lives of certain intangible assets.

As a result of this review, the useful lives of certain intangibles were revised to better reflect the remaining expected useful lives of certain intangibles, which were previously assessed to have useful lives at annual rates of 10% to 33%, were revised to 25% to 50% with the following impact on the amortisation expense in statement of comprehensive income.

	2025 RM'000	2026 RM'000	2027 RM'000	After 2027 RM'000
Net increase/(decrease) in amortisation expense	2,967	3,955	(1,762)	(5,160)

The change in estimated useful lives is accounted for prospectively in accordance with MFRS 108: *Accounting Policies, Changes in Accounting Estimates and Errors* .

The amortisation expense on computer software with finite life is recognised in the statement of comprehensive income.

Gains or losses arising from derecognition of computer software are measured as the difference between the net disposal proceeds and the carrying amount of the asset and is recognised in the statement of comprehensive income when the asset is derecognised.

2. Material accounting policy information (contd.)

2.8 Investment property

Investment property is property which is held to earn rental yields or for capital appreciation or for both and is not occupied by the Group. Investment property also include property that is being constructed or developed for future use as investment property. Investment property is initially measured at cost, which includes transaction costs.

Subsequent costs are included in the carrying amount of the investment property or recognised as a separate asset, as appropriate, only when the costs are incurred and it is probable that the future economic benefits associated with the asset would flow to the Group and the costs of the asset could be measured reliably. The carrying amount of parts that are replaced is derecognised. The costs of the day-to-day servicing of investment property is recognised in the statement of comprehensive income as incurred. Cost also comprises the initial estimate of dismantling and removing the asset and restoring the site on which it is located for which the Group is obligated to incur when the investment property is acquired, if applicable.

After initial recognition, investment property is stated at cost less any accumulated depreciation and any accumulated impairment losses.

Depreciation is calculated to write off the cost or valuation of the investment property to its residual value on a straight-line basis over its estimated useful life. The principal depreciation period for the investment property is fifty (50) years.

At the end of each reporting period, the carrying amount of an item of the investment property is assessed for impairment when events or changes in circumstances indicate that its carrying amount may not be recoverable. A write down is made if the carrying amount exceeds the recoverable amount.

The residual values, useful lives and depreciation method are reviewed at the end of each reporting period to ensure that the amount, method and period of depreciation are consistent with previous estimates and the expected pattern of consumption of the future economic benefits embodied in the investment property. If expectations differ from previous estimates, the changes are accounted for as a change in an accounting estimate.

Investment property is derecognised when either it has been disposed of or when it is permanently withdrawn from use and no future economic benefit is expected from their disposal. The gain or loss arising from the retirement or disposal of investment property is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the asset and is recognised in the statement of comprehensive income in the period of the retirement or disposal.

2. Material accounting policy information (contd.)

2.9 Inventories

Inventories are stated at the lower of cost, which is determined on the weighted average basis, and net realisable value. Cost includes expenditure incurred in bringing inventories to their present location and condition. Net realisable value is based on estimated selling price less any further costs expected to be incurred to completion and disposal.

2.10 Impairment of non-financial assets

The Group and the Company assess, at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Group and the Company estimate the asset's recoverable amount. An asset's recoverable amount is the higher of an asset's or CGU's fair value less costs of disposal and its value in use. The recoverable amount is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. When the carrying amount of an asset or CGU exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs of disposal, recent market transactions are taken into account. If no such transactions can be identified, an appropriate valuation model is used. These calculations are corroborated by valuation multiples, quoted share prices for publicly traded companies or other available fair value indicators.

The Group and the Company base their impairment calculation on detailed budgets and forecast calculations, which are prepared separately for each of the Group's and of the Company's CGUs to which the individual assets are allocated. These budgets and forecast calculations generally cover a period of five years. For longer periods, a long-term growth rate is calculated and applied to project future cash flows after the fifth year.

Impairment losses of continuing operations, including impairment on inventories, are recognised in the statement of comprehensive income in expense categories consistent with the function of the impaired asset, except for properties previously revalued with the revaluation taken to OCI. For such properties, the impairment is recognised in OCI up to the amount of any previous revaluation.

2. Material accounting policy information (contd.)

2.10 Impairment of non-financial assets (contd.)

For assets excluding goodwill, an assessment is made at each reporting date to determine whether there is an indication that previously recognised impairment losses no longer exist or have decreased. If such indication exists, the Group and the Company estimate the asset's or CGU's recoverable amount. A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognised. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in the statement of comprehensive income unless the asset is carried at a revalued amount, in which case, the reversal is treated as a revaluation increase.

Goodwill is tested for impairment annually or when circumstances indicate that the carrying value may be impaired.

Impairment is determined for goodwill by assessing the recoverable amount of each CGU (or group of CGUs) to which the goodwill relates. When the recoverable amount of the CGU is less than its carrying amount, an impairment loss is recognised. Impairment loss relating to goodwill cannot be reversed in future periods.

Intangible assets with indefinite useful lives are tested for impairment annually at the CGU level, as appropriate, and when circumstances indicate that the carrying value may be impaired.

2.11 Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

(a) Financial assets

Initial recognition and measurement

Financial assets are classified, at initial recognition, as subsequently measured at amortised cost.

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Group's and the Company's business model for managing them. The Group and the Company initially measure a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss ("FVTPL"), transaction costs.

2. Material accounting policy information (contd.)

2.11 Financial instruments (contd.)

(a) Financial assets (contd.)

Initial recognition and measurement (contd.)

In order for a financial asset to be classified and measured at amortised cost, it needs to give rise to cash flows that are solely payments of principal and interest ("SPPI") on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level.

The Group's and the Company's business model for managing financial assets refers to how they manage their financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both.

Impairment of financial assets

The Group and the Company recognise an allowance for expected credit losses ("ECLs") for all debts instruments not held at FVTPL. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group and the Company expect to receive, discounted at an approximation of the original weighted average effective interest rate ("EIR"). The expected cash flows will include cash flows from the sales of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within next 12 months ("a 12 months ECL"). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default ("a lifetime ECL").

For trade receivables, the Group applies simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECL at each reporting date. The Group has established a provision matrix that is based on historical credit experience. The Group considers forward looking factors do not have significant impact to credit risk given the nature of its industry and the amount ECLs is insensitive to changes to forecast economic conditions.

2. Material accounting policy information (contd.)

2.11 Financial instruments (contd.)

(a) Financial assets (contd.)

Impairment of financial assets (contd.)

The Group and the Company consider a financial assets to be default when internal and external information indicates that the Group and the Company are unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group and the Company. Financial assets is written off when there is no reasonable expectation of recovering the contractual cash flows.

(b) Financial liabilities

Initial recognition and measurement

All financial liabilities are recognised initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

The Group's and the Company's financial liabilities include lease liabilities, trade and other payables, loans and borrowings including financial guarantee contracts, if any.

After initial recognition, these financial liabilities are subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process.

Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included as finance costs in the statements of comprehensive income.

This category generally applies to trade and other payables, interest-bearing loans and borrowings, lease liabilities as further disclosed in Note 20, 21 and 23 respectively.

2. Material accounting policy information (contd.)

2.11 Financial instruments (contd.)

(b) Financial liabilities (contd.)

Derecognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the profit or loss.

(c) Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the statements of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

2.12 Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of the asset. All other borrowing costs are expensed in the period in which they occur. Borrowing costs consist of interest and other costs that the Group incur in connection with the borrowing of funds.

2. Material accounting policy information (contd.)

2.13 Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. When the Group expects some or all of a provision to be reimbursed, for example, under an insurance contract, the reimbursement is recognised as a separate asset, but only when the reimbursement is virtually certain. The expense relating to a provision is presented in the statement of comprehensive income net of any reimbursement.

If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, when appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

Provision for restoration costs are in respect of management's best estimate of the costs necessary to be incurred to restore rented premises. The initial estimated amount is capitalised as part of the cost for property, plant and equipment.

2.14 Leases

The determination of whether an arrangement is (or contains) a lease is based on the substance of the arrangement at the inception of the lease. The arrangement is, or contains, a lease if fulfilment of the arrangement is dependent on the use of a specific asset or assets and the arrangement conveys a right to use the asset or assets, even if that right is not explicitly specified in an arrangement.

(a) Group as a lessee

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

2. Material accounting policy information (contd.)

2.14 Leases (contd.)

(a) Group as a lessee (contd.)

(i) Right-of-use assets

The Group recognises right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

Long term leasehold land	99 years
Buildings	1 - 3 years

If ownership of the leased asset transfers to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. The right-of-use assets are also subject to impairment. The accounting policy of impairment of non-financial assets is disclosed in Note 2.10.

(ii) Lease liabilities

At the commencement date of the lease, the Group recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

2. Material accounting policy information (contd.)

2.14 Leases (contd.)

(a) Group as a lessee (contd.)

(ii) Lease liabilities (contd.)

In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

The Group’s lease liabilities are included in financial liabilities in Note 21.

(iii) Short-term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to its short-term leases of machinery and equipment (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

(b) Group as a lessor

Leases in which the Group does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. Rental income arising is accounted for on a straight-line basis over the lease terms and is included in revenue in the statement of comprehensive income due to its operating nature. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognised as revenue in the period in which they are earned.

2. Material accounting policy information (contd.)

2.15 Revenue and other income recognition

Revenue is recognised when the Group satisfies a performance obligation by transferring a promised good or service to the customer, which is when the customer obtains control of the good or service. A performance obligation may be satisfied at a point in time or over time. The amount of revenue recognised is the amount allocated to the satisfied performance obligation.

(a) Sale of goods and rendering of services

Revenue from hospital operations comprises inpatient and outpatient hospital charges and sales of pharmaceutical products, medical and consumable supplies. These are recognised at a point in time upon transfer of control of goods and services to the customers net of discounts, rebates and returns.

Revenue from embryo freezing maintenance and healthcare related package services are recognised over time as and when services are rendered.

Other hospital revenue mainly consists of clinic rental from consultants. These are recognised on an accrual basis in accordance with the substance of the relevant agreements.

(b) Dividend income

Dividend income is recognised when the Company's right to receive payment is established.

(c) Interest income

Interest income is recognised using the effective interest method.

(d) Rental income

Rental income is accounted for on a straight-line basis over the lease terms. The aggregate costs of incentives provided to lessees are recognised as a reduction of rental income over the lease term on a straight-line basis.

2. Material accounting policy information (contd.)

2.16 Taxes

(a) Current income tax

Current income tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted, at the reporting date in the countries where the Group operates and generates taxable income.

Current income tax relating to items recognised directly in equity is recognised in equity and not in the statement of comprehensive income. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

(b) Deferred tax

Deferred tax is provided using the liability method on temporary differences between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

Deferred tax liabilities are recognised for all taxable temporary differences, except:

- when the deferred tax liability arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit; and

- in respect of taxable temporary differences associated with investments in subsidiaries, associate and joint ventures, when the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets are recognised for all deductible temporary differences, carry forward of unused tax credits and any unused tax losses. Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised, except:

- when the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit; and

2. Material accounting policy information (contd.)

2.16 Taxes (contd.)

(b) Deferred tax (contd.)

Deferred tax assets are recognised for all deductible temporary differences, carry forward of unused tax credits and any unused tax losses. Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised, except (contd):

- in respect of deductible temporary differences associated with investments in subsidiaries, associate and joint ventures, deferred tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are re-assessed at each reporting date and are recognised to the extent that it has become probable that future taxable profit will allow the deferred tax assets to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the year when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date.

Deferred tax relating to items recognised outside profit or loss is recognised outside profit or loss. Deferred tax items are recognised in correlation to the underlying transaction either in OCI or directly in equity.

Deferred tax assets and deferred tax liabilities are offset if a legally enforceable right exists to set off current tax assets against current tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

Tax benefits acquired as part of a business combination, but not satisfying the criteria for separate recognition at that date, are recognised subsequently if new information about facts and circumstances change. The adjustment is either treated as a reduction in goodwill (as long as it does not exceed goodwill) if it was incurred during the measurement period or recognised in profit or loss.

2. Material accounting policy information (contd.)

2.17 Cash dividend and non-cash distribution to equity holders of the parent

The Company recognises a liability to make cash or non-cash distributions to equity holders of the parent when the distribution is authorised and the distribution is no longer at the discretion of the Company.

A corresponding amount is recognised directly in equity.

Non-cash distributions are measured at the fair value of the assets to be distributed with fair value re-measurement recognised directly in equity.

Upon distribution of non-cash assets, any difference between the carrying amount of the liability and the carrying amount of the assets distributed is recognised in the statement of comprehensive income.

2.18 Employee benefits

(a) Short term benefits

Wages, salaries, bonuses and social security contributions are recognised as an expense in the financial year in which the associated services are rendered by employees. Short term accumulating compensated absences such as paid annual leave are recognised when services are rendered by employees that increase their entitlement to future compensated absences. Short term non-accumulating compensated absences such as sick leave, maternity and paternity leave are recognised when the absences occur.

(b) Defined contribution plan

The Group and the Company participate in the national pension schemes as defined by the laws of the countries in which it has operations. The Malaysian companies in the Group make contributions to the Employees Provident Fund in Malaysia, a defined contribution pension scheme. Contributions to defined contribution pension schemes are recognised as an expense in the period in which the related service is performed.

(c) Share-based payments

Employees' share options scheme ("ESOS")

The Company operates an equity-settled, share-based compensation plan, allowing the employees of the Group to acquire ordinary shares of the Company at predetermined prices. The total fair value of share options granted to employees is recognised as an expense with a corresponding increase in the share options reserve within equity over the vesting period and taking into account the probability that the options will be vested.

2. Material accounting policy information (contd.)

2.18 Employee benefits (contd.)

(c) Share-based payments (contd.)

Employees' share options scheme ("ESOS") (contd.)

The fair value of share options is measured at grant date, taking into account, if any, the market vesting conditions upon which the options were granted but excluding the impact of any non-market vesting conditions. Non-market vesting conditions are included in assumptions about the number of options that are expected to become exercisable on vesting date.

At the end of each reporting period, the Company revises its estimates of the number of options that are expected to become exercisable on vesting date. The Company recognises the impact of the revision of original estimates, if any, in profit or loss, with a corresponding adjustment to equity over the remaining vesting period.

2.19 Contingencies

A contingent liability or asset is a possible obligation or asset that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of uncertain future event(s) not wholly within the control of the Group and of the Company.

Contingent liabilities and assets are not recognised in the statements of financial position of the Group and of the Company.

2. Material accounting policy information (contd.)

2.20 Current versus non-current classification

The Group and the Company present assets and liabilities in the statements of financial position based on current/non-current classification. An asset is current when it is:

- expected to be realised or intended to be sold or consumed in normal operating cycle;
- held primarily for the purpose of trading;
- expected to be realised within 12 months after the reporting period; or
- cash or cash equivalents unless restricted from being exchanged or used to settle a liability for at least 12 months after the reporting period.

All other assets are classified as non-current.

A liability is current when:

- it is expected to be settled in normal operating cycle;
- it is held primarily for the purpose of trading;
- it is due to be settled within 12 months after the reporting period; or
- there is no unconditional right to defer the settlement of the liability for at least 12 months after the reporting period.

The Group and the Company classify all other liabilities as non-current.

Deferred tax assets and liabilities are classified as non-current assets and liabilities.

3. Significant accounting judgements and estimates

The preparation of the Group's and of the Company's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities, at the reporting date. However, uncertainty about these assumptions and estimates could result in outcomes that could require a material adjustment to the carrying amount of the asset or liability affected in the future periods.

3.1 Critical judgements made in applying accounting policies

In the process of applying the Group’s and the Company’s accounting policies, management has made the following judgements, which have the most significant effect on the amounts recognised in the financial statements:

(a) Determining the lease term of contracts with renewal and termination options – Group as lessee

The Group determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised.

The Group included the renewal period as part of the lease term for leases of properties with shorter non-cancellable period such as one to three years. The Group typically exercises its option to renew for these leases because there will be a significant negative effect on operation if a replacement asset is not readily available. The renewal periods for leases with longer non-cancellable periods are not included as part of the lease term as these are not reasonably certain to be exercised. Furthermore, the periods covered by termination options are included as part of the lease term only when they are reasonably certain not to be exercised.

3. Significant accounting judgements and estimates (contd.)

3.2 Key sources of estimation uncertainties

The key assumptions concerning the future and other key sources of estimation and uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

(a) Impairment of goodwill

Goodwill is tested for impairment annually and other times when such indicators exist. This requires management to estimate the expected future cash flows of the CGU to which goodwill is allocated and to apply a suitable discount rate in order to determine the present value of those cash flows. The future cash flows are most sensitive to terminal growth rates and pre-tax discount rate used. If the expectation is different from estimation, such difference will impact the carrying value of goodwill. The carrying amount of goodwill as at 30 June 2025 was RM193,045,000 (2024: RM193,045,000). Further details are disclosed in Note 14(a).

(b) Impairment of receivables

The Group assesses at each reporting date impairments on financial assets at amortised cost to be based on ECL model applying simplified approach. ECL is the difference between the contractual cash flows due in accordance with the terms of the contract and the cash flows the Group expects to receive. The Group applies the simplified approach, which allows expected lifetime credit losses to be recognised for trade receivables. The ECL is determined based on the Group’s historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment. The carrying amount of the Group's financial assets at amortised cost at reporting date is disclosed in Note 18.

(c) Taxes

Significant estimation is involved in determining the group-wide provision for income taxes and deferred taxation. There are certain transactions and computations for which the ultimate tax determination is uncertain during the ordinary course of business. Where the final tax outcome of these matters is different from the amounts that were initially recognised, such differences will impact the income tax and deferred tax provisions in the period in which such determination is made.

4. Revenue

	Group		Company	
	2025	**2024**	**2025**	**2024**
	RM'000	**RM'000**	**RM'000**	**RM'000**
Revenue from contracts with customers				
Hospital and ancillary services	312,384	307,929	-	-
Clinic services	23,105	29,440	-	-
Clinic rental income	2,671	2,538	-	-
Hospital administration fee	2,639	2,539	-	-
Membership fees	7	25	-	-
Others	4,732	3,947	-	-
	345,538	346,418	-	-
Revenue from other sources				
Dividend income from subsidiaries	-	-	33,650	17,291
Total revenue	345,538	346,418	33,650	17,291

Timing of revenue recognition

The following tables represent revenue from contracts with customers by timing of revenue recognition:

	Group		Company	
	2025	**2024**	**2025**	**2024**
	RM'000	**RM'000**	**RM'000**	**RM'000**
At a point in time	341,500	342,907	-	-
Over time	4,038	3,511	-	-
	345,538	346,418	-	-

4. Revenue (contd.)

Information about contract liabilities from contracts with customers is disclosed as follows:

	Group	
	2025	**2024**
	RM'000	**RM'000**
Contract liabilities	876	782

Contract liabilities primarily relate to the Group's obligation to transfer good or services to customers for which the Group has received advances from customers for embryo freezing maintenance and healthcare related package services.

Set out below is the amount of revenue recognised from:

	Group	
	2025	**2024**
	RM'000	**RM'000**
Amounts included in contract liabilities at the beginning of the year	525	-

Contract liabilities are recognised as revenue as the Group performs under the contract. Set out below is the movement of contract liabilities during the financial year:

	Group	
	2025	**2024**
	RM'000	**RM'000**
At beginning of financial year	782	-
Billings and advances received during the financial year	1,306	1,582
Revenue recognised during the financial year	(1,212)	(800)
At end of financial year	876	782

The transaction price allocated to the remaining performance obligations as at the reporting date is as follows:

	Group	
	2025	**2024**
	RM'000	**RM'000**
Within one year	519	525
More than one year	357	257
	876	782

5. Other income

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Rental income	2,353	1,633	-	-
Bad debt recovered	17	1,014	-	-
Gain on disposal of plant and equipment	12	-	-	-
Gain on termination of leases (Note 23(b))	2	42	-	-
Car park collection income	1,369	1,011	-	-
Sponsorship income	96	-	-	-
Gain on disposal of subsidiaries	-	-	-	1,135
Others	752	464	-	-
	4,601	4,164	-	1,135

6. Finance costs

	Group	
	2025	2024
	RM'000	RM'000
Interest expense on:		
- lease liabilities (Note 23(b))	137	135
- term loans	8,948	9,959
- amortisation of finance fees on borrowings	196	70
- finance lease obligation - industrial hire purchase	41	82
- unwinding of discount on provision for restoration (Note 22)	14	8
	9,336	10,254

7. Profit before tax

In addition to other items disclosed elsewhere in the financial statements, the following items have been included in arriving at profit before tax:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Auditors' remuneration:				
- statutory audit (EY Malaysia)	358	324	85	77
- other services (EY Malaysia)	92	96	7	6
Director's remuneration, excluding benefits-in-kind (Note 9):				
- Executive Directors	1,523	1,738	-	100
- Non-Executive Directors	884	809	884	809
Inventory written off	143	131	-	-
Property, plant and equipment (Note 13):				
- depreciation	28,189	25,095	-	-
- written off	36	68	-	-
Amortisation of intangible assets (Note 14)	5,852	2,750	-	-
Depreciation of investment property (Note 15)	60	60	-	-
Expenses related to short-term leases and low-value assets (Note 23(b)):				
- equipment	161	165	-	-
- premises	-	6	-	-
Allowance for expected credit losses:				
- trade receivables (Note 18(a))	646	147	-	-
Loss on liquidation of a subsidiary	-	-	-	8
Realised loss on foreign exchange	3	4	-	-

8. Staff costs

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Salaries, wages and bonuses	86,884	77,793	-	-
Social security contributions	1,313	1,154	-	-
Contributions to defined contribution plans	10,859	9,863	-	-
Fair value charges on share options granted under ESOS	13	40	-	-
Allowances	8,838	10,129	-	-
Other benefits	10,039	8,110	-	-
	117,946	107,089	-	-

Included in staff costs of the Group are Executive Directors' remuneration amounting to RM1,529,000 (2024: RM1,777,000). The Executive Directors' remuneration of the Company in the previous financial year was RM111,000. The directors' remuneration of the Group and of the Company are disclosed in Note 9.

9. Directors' remuneration

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Executive Directors' remuneration:				
Salaries and bonuses (Note 7)	1,435	1,510	-	-
Director fees (Note 7)	-	78	-	78
Other emoluments (Note 7)	-	22	-	22
Contributions to defined contribution plans (Note 7)	88	128	-	-
Benefits-in-kind	6	39	-	11
	1,529	1,777	-	111
Non-Executive Directors' remuneration:				
Director fees (Note 7)	558	459	558	459
Other emoluments (Note 7)	326	350	326	350
Benefits-in-kind	49	45	49	45
	933	854	933	854
Total Directors' remuneration including benefits-in-kind	2,462	2,631	933	965

9. Directors' remuneration (contd.)

The number of Directors of the Company whose total remuneration during the financial year fell within the following bands (excluding the award of ESOS and other benefits-in-kind) are analysed below:

	Number of Directors	
	2025	**2024**
Executive Directors:		
RM100,001 - RM150,000	-	1
RM400,001 - RM450,000	1	-
RM650,001 - RM700,000	-	1
RM900,001 - RM950,000	-	1
RM1,050,001 - RM1,100,000	1	-
Non-Executive Directors:		
RM50,001 - RM100,000	1	-
RM100,001 - RM150,000	1	2
RM150,001 - RM200,000	3	3
RM200,001 - RM250,000	1	-

10. Income tax expense

	Group		Company	
	2025 RM'000	**2024 RM'000**	**2025 RM'000**	**2024 RM'000**
Statements of comprehensive income:				
Current income tax:				
Malaysian income tax	1,870	1,954	301	337
(Over)/underprovision in prior financial years	(76)	(7)	(4)	1
	1,794	1,947	297	338
Deferred income tax (Note 24):				
Relating to origination and reversal of temporary differences	1,798	10,994	-	-
Overprovision in prior financial years	(126)	(968)	-	-
	1,672	10,026	-	-
Income tax expense recognised in profit or loss	3,466	11,973	297	338

10. Income tax expense (contd.)

Domestic income tax is calculated at the Malaysian statutory tax rate of 24% (2024: 24%) of the estimated assessable profit for the financial year.

A reconciliation of income tax expense applicable to profit before tax at the statutory income tax rate to income tax expense at the effective income tax rate of the Group and of the Company are as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Profit before tax	7,072	52,621	31,526	17,320
Taxation at Malaysian statutory tax rate of 24% (2024: 24%)	1,697	12,629	7,566	4,157
Effect of expenses not deductible for tax purposes	1,476	1,512	811	559
Income not subject to tax	-	-	(8,076)	(4,379)
Utilisation of prior year business losses and capital allowances	-	(449)	-	-
Deferred tax assets not recognised during the financial year	495	174	-	-
Utilisation of investment tax allowances	-	(918)	-	-
(Over)/underprovision of income tax in prior financial years	(76)	(7)	(4)	1
Overprovision of deferred tax in prior financial years	(126)	(968)	-	-
	3,466	11,973	297	338

11. Earnings per ordinary share

(a) Basic

Basic earnings per ordinary share is calculated by dividing the profit for the financial year, net of tax, attributable to owners of the parent by the weighted average number of ordinary shares in issue during the financial year.

	Group	
	2025	**2024**
Profit attributable to owners of the parent (RM'000)	3,606	40,648
Weighted average number of ordinary shares in issue ('000)	1,741,882	1,741,882
Basic earnings per share (sen)	0.21	2.33

(b) Diluted

There was no dilution in the earnings per share of the Group in the previous financial year as the share price of the Company as at the reporting date was lower than the exercise prices of the ESOS. The effect of assumed conversion of ESOS outstanding will be anti-dilutive and as such, the diluted earnings per share is the same as the basic earnings per share.

During the current financial year, all unexercised ESOS options lapsed on 28 May 2025. Consequently, there was no dilution in the earnings per share of the Group as at the reporting date.

12. Dividends

	Group/Company	
	2025	2024
	RM'000	RM'000
Recognised during the financial year:		
First and final single-tier dividend of 0.4199 sen per ordinary share and special single-tier dividend of 0.4199 sen per ordinary share in respect of financial year ended 30 June 2023 paid on 3 January 2024	-	14,628
First and final single-tier dividend of 0.4898 sen per ordinary share and a special single-tier dividend of 1.7271 sen per ordinary share in respect of financial year ended 30 June 2024 paid on 3 January 2025	38,616	-

A first and final single-tier dividend of 0.1863 sen per ordinary share in respect of the financial year ended 30 June 2025 had been declared on 26 August 2025. The financial statements for the current financial year do not reflect these proposed dividends. Such dividends will be accounted for in equity as an appropriation of retained profits in the financial year ending 30 June 2026.

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13. Property, plant and equipment

	Freehold land RM'000	Right-of-use asset-long term leasehold land RM'000	Buildings RM'000	Right-of-use assets-building RM'000	Electrical and mechanical equipment RM'000	Motor vehicles RM'000	Medical equipment RM'000	Furniture and fittings RM'000	Renovation RM'000	Office equipment and computers RM'000	Assets under construction RM'000	Total RM'000
Group												
2025												
Cost												
At 1 July 2024	180,000	19,668	357,735	6,509	3,695	350	147,598	7,593	27,527	19,632	109,295	879,602
Additions	-	-	98	3,512	153	-	17,711	677	979	1,703	11,040	35,873
Termination	-	-	-	(112)	-	-	-	-	-	-	-	(112)
Disposal	-	-	-	-	-	-	(72)	-	-	-	-	(72)
Written off	-	-	-	-	-	-	(2,665)	(30)	(27)	(8)	-	(2,730)
Reclassification	-	-	109	-	-	-	2,498	-	14,358	1,346	(18,311)	-
Transfer to intangible assets	-	-	-	-	-	-	-	-	-	-	(118)	(118)
At 30 June 2025	180,000	19,668	357,942	9,909	3,848	350	165,070	8,240	42,837	22,673	101,906	912,443
Accumulated depreciation												
At 1 July 2024	-	3,573	32,539	4,129	2,778	350	79,207	4,938	20,226	13,588	-	161,328
Depreciation charge for the financial year (Note 7)	-	204	7,156	2,448	170	-	12,143	896	2,901	2,271	-	28,189
Termination	-	-	-	(86)	-	-	-	-	-	-	-	(86)
Disposal	-	-	-	-	-	-	(72)	-	-	-	-	(72)
Written off	-	-	-	-	-	-	(2,648)	(28)	(15)	(3)	-	(2,694)
At 30 June 2025	-	3,777	39,695	6,491	2,948	350	88,630	5,806	23,112	15,856	-	186,665
Net carrying amount	180,000	15,891	318,247	3,418	900	-	76,440	2,434	19,725	6,817	101,906	725,778

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13. Property, plant and equipment (contd.)

	Freehold land RM'000	Right-of-use asset-long term leasehold land RM'000	Buildings RM'000	Right-of-use assets-building RM'000	Electrical and mechanical equipment RM'000	Motor vehicles RM'000	Medical equipment RM'000	Furniture and fittings RM'000	Renovation RM'000	Office equipment and computers RM'000	Assets under construction RM'000	Total RM'000
Group												
2024												
Cost												
At 1 July 2023	180,000	19,668	355,297	6,228	3,695	350	142,944	6,854	26,329	18,628	97,318	857,311
Additions	-	-	2	2,320	-	-	9,607	409	570	1,006	15,966	29,880
Termination	-	-	-	(2,039)	-	-	-	-	-	-	-	(2,039)
Written off	-	-	-	-	-	-	(5,093)	(4)	-	(2)	-	(5,099)
Reclassification	-	-	2,436	-	-	-	140	334	628	-	(3,538)	-
Transfer to intangible assets	-	-	-	-	-	-	-	-	-	-	(451)	(451)
At 30 June 2024	180,000	19,668	357,735	6,509	3,695	350	147,598	7,593	27,527	19,632	109,295	879,602
Accumulated depreciation												
At 1 July 2023	-	3,369	25,416	2,992	2,616	350	73,607	4,169	17,946	11,696	-	142,161
Depreciation charge for the financial year (Note 7)	-	204	7,123	2,034	162	-	10,627	772	2,280	1,893	-	25,095
Termination	-	-	-	(897)	-	-	-	-	-	-	-	(897)
Written off	-	-	-	-	-	-	(5,027)	(3)	-	(1)	-	(5,031)
At 30 June 2024	-	3,573	32,539	4,129	2,778	350	79,207	4,938	20,226	13,588	-	161,328
Net carrying amount	180,000	16,095	325,196	2,380	917	-	68,391	2,655	7,301	6,044	109,295	718,274

(a) As at the end of the financial year, a long term leasehold land and building with total carrying amount of RM334,138,000 (2024: RM341,291,000) has been charged to a bank for credit facility granted to the Group as disclosed in Note 21.

(b) As at the end of the financial year, a medical equipment held under industrial hire purchase arrangement was at net carrying amount of RM2,164,000 (2024: RM2,654,000).

(c) Further details of right-of-use assets are disclosed at Note 23(a).

13. Property, plant and equipment (contd.)

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

	Group 2025 RM'000	Group 2024 RM'000
Additions to property, plant and equipment	35,873	29,880
Right-of-use assets	(3,512)	(2,320)
Provision for restoration costs (Note 22)	(122)	(39)
Movement of property, plant and equipment purchased but were unsettled and remained as other payables	8,468	(2,171)
Cash payments on purchase of property, plant and equipment	40,707	25,350

14. Intangible assets

Intangible assets represent goodwill arising from acquisition of a subsidiary and computer software.

	Goodwill RM'000 (a)	Computer software RM'000 (b)	Total RM'000
Group			
2025			
Cost			
At 1 July 2024	193,045	23,965	217,010
Additions	-	432	432
Transfer from property, plant and equipment	-	118	118
At 30 June 2025	193,045	24,515	217,560
Accumulated amortisation and impairment			
At 1 July 2024	-	10,516	10,516
Amortisation charge for the financial year (Note 7)	-	5,852	5,852
At 30 June 2025	-	16,368	16,368
Net carrying amount	193,045	8,147	201,192

14. Intangible assets (contd.)

	Goodwill RM'000 (a)	Computer software RM'000 (b)	Total RM'000
Group			
2024			
Cost			
At 1 July 2023	193,045	20,319	213,364
Additions	-	3,195	3,195
Transfer from property, plant and equipment	-	451	451
At 30 June 2024	193,045	23,965	217,010
Accumulated amortisation and impairment			
At 1 July 2023	-	7,766	7,766
Amortisation charge for the financial year (Note 7)	-	2,750	2,750
At 30 June 2024	-	10,516	10,516
Net carrying amount	193,045	13,449	206,494

(a) Goodwill

Goodwill has been allocated to the operating division of the Group, which represents the lowest level within the Group at which the goodwill is monitored for internal management purposes. The carrying amount of goodwill allocated to the CGU of the Group is as follows:

	Group 2025 RM'000	2024 RM'000
Healthcare services segment	193,045	193,045

Healthcare services segment represents a subsidiary, BB Waterfront Sdn. Bhd., which was acquired by the Company on 23 June 2015.

14. Intangible assets (contd.)

(a) Goodwill (contd.)

For the purpose of impairment testing, the recoverable amount of a CGU is determined based on its value in use. The value in use is determined by discounting the pre-tax cash flows based on financial forecast and financial projections approved by the management based on the following key assumptions:

	2025	**2024**
	%	**%**
Terminal growth rate	3.0	3.0
Pre-tax discount rate	10.1	10.3

(i) Terminal growth rate

Rate is based on management's expectation of the terminal growth rate used to extrapolate cash flows beyond the budget period.

(ii) Pre-tax discount rate

The pre-tax discount rate reflects the market assessment of the risks specific to the CGU. This reflected the management's best estimate of return on capital employed in the Group.

(iii) Revenue growth rate

Revenue growth rate is determined based on management’s estimate of the number of beds, occupancy rate, average length of stay and inflation rate based on the industry trends and past performances of the segment.

The management believes that there is no reasonably possible change in the key assumptions on which management has based its determination of the CGU’s recoverable amount, which would cause the CGU’s carrying amount to materially exceed its recoverable amount.

Based on the annual impairment testing undertaken by the Group, no impairment loss is required for the carrying amount of the goodwill as at 30 June 2025.

(b) Computer software

Computer software represents license, professional services, data migration and integration of hospital information system and enterprise resource planning software that are not an integral part of property, plant and equipment. Software assets are recorded at cost and have finite useful life based on the term of the license or other contractual basis. The cost is amortised over the asset's expected useful life.

15. Investment property

	Group 2025 RM'000	Group 2024 RM'000
Cost	2,978	2,978
Accumulated depreciation		
At the beginning of financial year	879	819
Depreciation charge for the financial year (Note 7)	60	60
At the end of financial year	939	879
Net carrying amount	2,039	2,099
Rental income derived from investment property	173	173
Direct operating expenses of income generating property	(17)	(14)
Estimated fair value at the end of financial year		
Freehold building	4,600	4,600

The fair value of investment property for disclosure purposes, which is at Level 3 fair value, was recommended by the Directors as at the end of reporting year based on indicative market value of similar properties in the vicinity on a price per square feet basis. Directors are of the opinion that this value adopted is fair and reasonable for disclosure purposes. Any changes in the price per square feet will result in a reasonable change in the fair value of the investment properties.

The Group has no restriction on the realisability of its investment properties and has no contractual obligation to enhance its investment properties.

The investment property of the Group has been charged to a bank for credit facilities granted to a subsidiary of the Company as disclosed in Note 21.

16. Investment in subsidiaries

	Note	Company 2025 RM'000	Company 2024 RM'000
Unquoted shares at cost			
- ordinary shares		386,843	386,843
- redeemable preference shares	**(a)**	272,135	261,860
		658,978	648,703
Add: Equity contribution to subsidiaries pursuant to ESOS		1,197	1,184
		660,175	649,887

(a) Redeemable preference shares ("RPS")

During the year, RM10,275,000 of amount due from subsidiaries have been converted into RPS. The salient terms of RPS are as follows:

(i) They do not carry the right to vote, except for variation of holder's rights to the class of shares and the winding up of the subsidiaries;

(ii) They rank prior to the ordinary shares with regard to the repayment of the issue price and dividend declared (if any). The RPS have no further rights to participate in the surplus assets of the subsidiaries;

(iii) Dividends are payable to the holders of RPS at the discretion of the subsidiaries and the dividends were not cumulative;

(iv) They are not convertible to ordinary shares; and

(v) They are redeemable at any time, either in full or partial, at the discretion of the subsidiaries by giving relevant notice.

(b) Internal restructuring

In the previous financial year, as part of the Group internal restructuring, the Company has transferred its investments in IVF Technologies Sdn. Bhd. and TMC Lifestyle Sdn. Bhd. to a newly incorporated entity, TMC Fertility Holdings Sdn. Bhd. at a consideration mutually agreed by both parties (“Disposal”).

As a result of the Group internal restructuring, the Company recognised a resultant gain on disposal of RM1,135,000 in profit or loss for the previous financial year.

The Group internal restructuring which involved the transfer of subsidiaries within the Group did not have any impact to the financial performance and position of the Group.

16. Investment in subsidiaries (contd.)

Details of the subsidiaries are as follows:

Name of subsidiaries	Principal place of business	Principal activities	Proportion of ownership interest 2025 %	2024 %
Thomson Hospitals Sdn. Bhd.	Malaysia	Multi-disciplinary tertiary care services	100	100
TMC Properties Sdn. Bhd.	Malaysia	Property investment	100	100
Thomson TCM Sdn. Bhd.	Malaysia	Provision of traditional and complementary services	100	100
BB Waterfront Sdn. Bhd.	Malaysia	Provision of healthcare services	100	100
TMC Care Sdn. Bhd.	Malaysia	Provision of pharmacy services and products; and management support services	100	100
TMC Fertility Holdings Sdn. Bhd. *	Malaysia	Investment holding company	100	100
Thomson Specialist Clinics (Kepong) Sdn. Bhd. *	Malaysia	Business of specialist in Obstetrics and Gynaecology	100	100
i) Subsidiaries of Thomson Hospitals Sdn. Bhd.				
TMC Women's Specialist Holdings Sdn. Bhd.	Malaysia	Business of operating fertility centres and providing related services	100	100

16. Investment in subsidiaries (contd.)

Details of the subsidiaries are as follows (contd.):

Name of subsidiaries	Principal place of business	Principal activities	Proportion of ownership interest 2025	2024
ii) Subsidiaries of TMC Fertility Holdings Sdn. Bhd.				
IVF Technologies Sdn. Bhd.	Malaysia	Provision of fertility services and operation of women's clinic	100	100
TMC Lifestyle Sdn. Bhd.	Malaysia	Development, marketing and management of healthcare programmes; Provision of fertility consultancy, laboratory and embryology services and research and development	100	100
TMC Fertility (Ipoh) Sdn. Bhd. *	Malaysia	Provision of fertility services and operation of women's clinic	100	100
TMC Fertility (Penang) Sdn. Bhd. *	Malaysia	Provision of fertility services and operation of women's clinic	100	100
TMC Fertility South Sdn. Bhd. *	Malaysia	Provision of fertility services and operation of women's clinic	100	100

* Newly incorporated subsidiaries in the previous financial year. The subsidiaries' first audited financial period is for the period ended 30 June 2024.

17. Inventories

	Group 2025 RM'000	Group 2024 RM'000
At cost:		
Pharmaceutical products	9,156	4,979
Medical and consumable supplies	6,752	6,643
	15,908	11,622

During the financial year, the amount of inventories and consumables recognised as an expense in the statement of comprehensive income of the Group was RM118,019,000 (2024: RM101,314,000).

18. Trade and other receivables

	Note	Group 2025 RM'000	Group 2024 RM'000	Company 2025 RM'000	Company 2024 RM'000
Trade receivables					
Third parties		45,581	33,753	-	-
Less: Allowance for expected credit losses		(2,907)	(2,626)	-	-
Trade receivables, net	(a)	42,674	31,127	-	-
Other receivables					
Other receivables	(b)(i)	17,704	15,021	293	356
Amounts due from subsidiaries	(b)(ii)	-	-	106	7,756
Deposits		2,074	2,559	1	1
Prepayments		3,350	3,087	388	394
		23,128	20,667	788	8,507
Less: Allowance for expected credit losses:					
- other receivables		(202)	(202)	-	-
Other receivables, net	(b)	22,926	20,465	788	8,507
Total trade and other receivables		65,600	51,592	788	8,507
Less: Prepayments		(3,350)	(3,087)	(388)	(394)
Add: Cash and bank balances (Note 19)		109,564	188,572	32,722	42,768
Total financial assets carried at amortised cost		171,814	237,077	33,122	50,881

18. Trade and other receivables (contd.)

(a) Trade receivables

Ageing analysis of trade receivables

The ageing analysis of the Group's total trade receivables is as follows:

	Gross Carrying Amount RM'000	Allowance for expected credit losses RM'000	Net Carrying Amount RM'000
Group			
2025			
Current	23,874	63	23,811
Less than 30 days	10,596	98	10,498
30 days to 60 days	3,033	62	2,971
61 days to 90 days	1,938	36	1,902
91 days to 120 days	1,385	32	1,353
More than 121 days	4,755	2,616	2,139
Total	45,581	2,907	42,674
2024			
Current	17,788	-	17,788
Less than 30 days	5,522	63	5,459
30 days to 60 days	2,886	35	2,851
61 days to 90 days	2,488	60	2,428
91 days to 120 days	1,064	40	1,024
More than 121 days	4,005	2,428	1,577
Total	33,753	2,626	31,127

The Group's trade receivables are non-interest bearing and are subject to normal trade credit terms ranging from 30 to 60 days (2024: 30 to 60 days). Other credit terms are assessed and approved on a case-by-case basis. Trade receivables are recognised at their original invoice amounts which represent their fair values on initial recognition.

The Group uses ageing analysis to monitor the credit quality of the trade receivables. Any receivables having significant balances more than 90 days, which are deemed to have higher credit risk, are monitored individually.

The Group has net trade receivables amounting to RM5,394,000 (2024: RM5,029,000) are aged more than 60 days. These receivables are unsecured. Management is confident that these receivables are recoverable as these accounts are still active.

18. Trade and other receivables (contd.)

(a) Trade receivables (contd.)

Movement in expected credit losses for trade receivables

The Group's trade receivables that are impaired at the reporting date and the movement of the allowance accounts used to record the impairment are as follows:

Movement in allowance for expected credit loss:

	Group 2025 RM'000	Group 2024 RM'000
At the beginning of financial year	2,626	3,336
Allowance for expected credit losses (Note 7)	646	147
Written off	(365)	(857)
At the end of financial year	2,907	2,626

Trade receivables that are individually determined to be impaired at the reporting date relate to debtors that are in significant financial difficulties and have defaulted on payments. These receivables are not secured by any collateral or credit enhancements.

(b) Other receivables

(i) Other receivables of the Group include patient billings made on behalf of doctors amounting to RM16,192,000 (2024: RM13,643,000). Other receivables are unsecured and non-interest bearing.

18. Trade and other receivables (contd.)

(b) Other receivables (contd.)

(ii) The amounts due from subsidiaries are unsecured, non-interest bearing and are repayable upon demand.

Other receivables that are impaired

The Group's other receivables that are impaired at the reporting date and the movement of the allowance accounts used to record the expected credit losses are as follows:

	Group	
	2025	2024
	RM'000	RM'000
Other receivables		
- nominal amount	202	202
Less: Allowance for expected credit losses	(202)	(202)
	-	-

Movement in allowance accounts:

	2025 RM'000	2024 RM'000
At the beginning/end of financial year		
- other receivables	202	202

Included in other receivables of the Group is an amount of RM78,883 (2024: RM78,883) owing from a related company. The amount due from a related company is unsecured, non-interest bearing and is repayable upon demand.

Further details of related party transaction are disclosed in Note 28.

19. Cash and bank balances

	Group 2025 RM'000	Group 2024 RM'000	Company 2025 RM'000	Company 2024 RM'000
Cash at banks and on hand	43,555	60,003	2,655	7,145
Deposits with licensed banks	66,009	128,569	30,067	35,623
	109,564	188,572	32,722	42,768

(a) Included in deposits with licensed banks of the Group is an amount of RM1,646,000 (2024: RM1,740,000) which is pledged as securities for facilities granted to the Group.

(b) Cash restricted in use of the Group amounting to RM2,460,000 (2024: RM2,460,000) are assigned and charged as security for a Debt Service Reserve Account.

(c) The EIR and range of maturity of deposits of the Group and of the Company at the reporting date were as follows:

	Group 2025	Group 2024	Company 2025	Company 2024
Weighted average effective interest rates (%)	3.07	3.25	3.54	3.84
Range of maturities (months)	1-12	1-12	1-6	3-6

For the purpose of statements of cash flows, cash and cash equivalents comprise the following:

	Group 2025 RM'000	Group 2024 RM'000	Company 2025 RM'000	Company 2024 RM'000
Cash at banks and on hand	43,555	60,003	2,655	7,145
Deposits with licensed banks	66,009	128,569	30,067	35,623
	109,564	188,572	32,722	42,768
Less:				
Deposits with licensed banks (for more than 3 months)	(44,636)	(76,861)	(17,061)	(28,064)
Deposit pledged to a licensed bank	(1,646)	(1,740)	-	-
Cash restricted in use	(2,460)	(2,460)	-	-
Total cash and cash equivalents	60,822	107,511	15,661	14,704

20. Trade and other payables

	Note	Group 2025 RM'000	Group 2024 RM'000	Company 2025 RM'000	Company 2024 RM'000
Trade payables					
Third parties	**(a)**	26,875	18,450	-	-
Other payables					
Amounts due to subsidiaries	**(b)(i)**	-	-	135	94
Other payables	**(b)(ii)**	28,349	32,639	220	9
Deposits received		779	756	-	-
Accruals		13,283	20,190	287	579
		42,411	53,585	642	682
Total trade and other payables		69,286	72,035	642	682
Add: Borrowings (Note 21)		182,972	205,234	-	-
Total financial liabilities carried at amortised cost		252,258	277,269	642	682

(a) Trade payables

Trade payables are non-interest bearing and the normal trade credit terms granted to the Group ranged from 30 to 90 (2024: 30 to 90) days.

(b) Other payables

(i) The amounts due to subsidiaries are unsecured, non-interest bearing and are repayable upon demand.

(ii) Other payables of the Group include patient billings made on behalf of doctors and payable to doctors upon collection from patients, amounting to RM21,568,000 (2024: RM21,510,000). Other payables are non-interest bearing. Other payables (other than those patients billings made on behalf of doctors and payables to doctors) are normally settled on an average term of two months (2024: average term of two months).

21. Borrowings

	Maturity	Group 2025 RM'000	Group 2024 RM'000
Current			
Lease liabilities	2026	1,901	1,814
Secured:			
Term loans	2026	37,605	22,601
Finance lease obligation			
- Industrial hire purchase	2026	442	887
		39,948	25,302
Non-current			
Lease liabilities	2027 - 2028	1,598	662
Secured:			
Term loans	2027 - 2030	141,426	178,829
Finance lease obligation			
- Industrial hire purchase		-	441
		143,024	179,932
Total borrowings			
Lease liabilities (Note 23(b))		3,499	2,476
Secured:			
Term loans		179,031	201,430
Finance lease obligation			
- Industrial hire purchase		442	1,328
		182,972	205,234

As at reporting date, the weighted average EIR for the borrowings were as follows:

	Group 2025 %	Group 2024 %
Floating rate		
Term loans	4.60	4.63
Finance lease obligation		
- Industrial hire purchase	4.79	4.74
Fixed rate		
Lease liabilities	4.80	4.70

21. Borrowings (contd.)

The remaining maturities of the borrowings as at 30 June 2025 and 30 June 2024 are as follows:

	Group 2025 RM'000	Group 2024 RM'000
On demand	39,948	25,302
1 to 2 years	46,085	38,700
3 to 5 years	96,939	137,859
> 5 years	-	3,373
	182,972	205,234

On 8 April 2010, a wholly-owned subsidiary, TMC Properties Sdn. Bhd. ("TMCP"), has entered into a term loan facility of up to RM2,125,000 with Public Bank Berhad to finance the purchase of a unit of 3 ½ storey shop office located at Bandar Puchong Jaya. The first drawdown was made in May 2010, and the first principal repayment shall commence in June 2010. The term loan is secured by a first legal charge over an investment property of the Group as disclosed in Note 15 and a corporate guarantee from the Company as disclosed in Note 30(a).

On 14 January 2020, a wholly-owned subsidiary, Thomson Hospitals Sdn. Bhd. ("THSB"), has entered into a term loan facility of up to RM300 million with Malayan Banking Berhad to facilitate the construction of hospital related expansions plan undertaken by THSB at Kota Damansara, Petaling Jaya (the "Project") for the development cost of the Project. The first drawdown was made on 11 March 2020, and the first principal repayment commenced on the 36-month from the date of first drawdown.

The securities for THSB's facilities are as follows:

(i) First legal charge over the land and buildings at Thomson Hospital Kota Damansara as disclosed in Note 13;
(ii) Corporate guarantee from the Company as disclosed in Note 30(a); and
(iii) General debenture by way of fixed and floating charge over the present and future assets of the Project under the term loan facility.

A term loan includes financial covenants requiring the Group to maintain a debt-to-equity ratio of not more than 1.0 times at all times. Additionally, the term loan requires THSB to maintain a debt service cover ratio of at least 1.1 times and a security cover ratio of at least 1.3 times.

As at reporting date, the Group has no indication of any difficulty in complying with these covenants.

21. Borrowings (contd.)

On 30 October 2020, THSB has entered into an industrial hire purchase facility up to RM4,410,000 with OCBC Bank Berhad to finance the purchase of a medical equipment. The hire purchase was drawdown in December 2020, and the first principal repayment commenced in the same month. The hire purchase is secured by corporate guarantee from the Company as disclosed in Note 30(a).

Reconciliation of liabilities arising from financing activities

	At 1 July 2024 RM'000	Cash flows RM'000	Other changes RM'000	At 30 June 2025 RM'000
Group				
Lease liabilities	2,476	(2,461)	3,484	3,499
Term loans	201,430	(22,595)	196	179,031
Finance lease obligation - Industrial hire purchase	1,328	(882)	(4)	442
Total	205,234	(25,938)	3,676	182,972

	At 1 July 2023 RM'000	Cash flows RM'000	Other changes RM'000	At 30 June 2024 RM'000
Group				
Lease liabilities	3,367	(2,027)	1,136	2,476
Term loans	213,479	(12,119)	70	201,430
Finance lease obligation - Industrial hire purchase	2,213	(882)	(3)	1,328
Total	219,059	(15,028)	1,203	205,234

Included in the other changes are transaction costs deducted against carrying amount of loans and borrowings amortised under effective interest rate method, and accrued but not yet paid interest on interest-bearing loans and borrowings.

22. Provision

	Restoration costs of right-of-use assets-building	
	2025	2024
	RM'000	RM'000
Group		
At beginning of financial year	603	556
Arising during the financial year (Note 13)	122	39
Unwinding discount (Note 6)	14	8
At the end of financial year	739	603
Current	-	381
Non-current:		
- More than 2 years and less than 3 years	739	222
	739	603

Provision for restoration costs are the estimated costs of dismantling, removal or restoration of right-of-use assets-building arising from the use of such assets.

23. Right-of-use assets and lease liabilities

The Group as a lessee

The Group has lease contracts for various properties and equipment used in its operations. Leases of properties and equipment generally have lease terms between 1 to 3 years. The Group’s obligation under its leases is secured by the lessor’s title to the leased assets.

The Group also has certain leases of premises with lease terms of 12 months or less and leases of office equipment with low value. The Group applies the ‘short-term lease’ and ‘lease of low-value assets’ recognition exemptions for these leases.

(a) Right-of-use assets

The carrying amounts of right-of-use assets recognised and the movements during the financial year is disclosed in Note 13 under right-of-use assets-building category and long term leasehold land category.

The leases of premises are mainly used for the Group's hospital operation and clinics, and staff hostel.

23. Right-of-use assets and lease liabilities (contd.)

(b) Lease liabilities

Set out below are the carrying amounts of lease liabilities and the movements during the financial year:

	Group	
	2025	**2024**
	RM'000	**RM'000**
At the beginning of financial year	2,476	3,367
Additions (Note 13)	3,512	2,320
Termination	(28)	(1,184)
Interest expense on lease liabilities (Note 6)	137	135
Payments	(2,598)	(2,162)
At the end of financial year (Note 21)	3,499	2,476

The maturity analysis of lease liabilities are disclosed in Note 31(c).

The following are the amounts recognised in profit or loss:

	Group	
	2025	**2024**
	RM'000	**RM'000**
Depreciation expense of right-of-use assets:		
- long term leasehold land (Note 13)	204	204
- building (Note 13)	2,448	2,034
Interest expense on lease liabilities (Note 6)	137	135
Expenses related to short-term leases and low-value assets (Note 7):		
- equipment	161	165
- premises	-	6
Gain on termination of leases (Note 5)	(2)	(42)
Total amount recognised in profit or loss	2,948	2,502

During the financial year, the Group had total cash outflows for leases of RM2,759,000 (2024: RM2,333,000). The Group also had non-cash additions to right-of-use assets and lease liabilities of RM3,512,000 (2024: RM2,320,000).

24. Deferred tax assets/(liabilities)

	Group 2025 RM'000	Group 2024 RM'000
At the beginning of financial year	(22,343)	(12,317)
Recognised in profit or loss (Note 10)	(1,672)	(10,026)
At the end of financial year	(24,015)	(22,343)

Presented after appropriate offsettings as follows:

	2025 RM'000	2024 RM'000
Deferred tax assets	700	315
Deferred tax liabilities	(24,715)	(22,658)
	(24,015)	(22,343)

The components and movements of deferred tax liabilities and assets during the financial year prior to offsetting are as follows:

Deferred tax assets of the Group

	Provisions RM'000	Investment tax allowances RM'000	Offsetting RM'000	Total RM'000
At 1 July 2023	2,190	25,520	(25,622)	2,088
Recognised in profit or loss	(81)	(8,521)	6,829	(1,773)
At 30 June 2024	2,109	16,999	(18,793)	315
At 1 July 2024	2,109	16,999	(18,793)	315
Recognised in profit or loss	574	254	(443)	385
At 30 June 2025	2,683	17,253	(19,236)	700

Deferred tax liabilities of the Group

	Fair value adjustment on business combination RM'000	Property, plant and equipment RM'000	Offsetting RM'000	Total RM’000
At 1 July 2023	(16,336)	(23,691)	25,622	(14,405)
Recognised in profit or loss	-	(1,424)	(6,829)	(8,253)
At 30 June 2024	(16,336)	(25,115)	18,793	(22,658)
At 1 July 2024	(16,336)	(25,115)	18,793	(22,658)
Recognised in profit or loss	75	(2,575)	443	(2,057)
At 30 June 2025	(16,261)	(27,690)	19,236	(24,715)

24. Deferred tax assets/(liabilities) (contd.)

The Group offsets tax assets and liabilities if and only if it has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same tax authority.

The amounts of unused tax losses and unabsorbed capital allowances of which no deferred tax assets are recognised in the statements of financial position are as follows:

	Group	
	2025	2024
	RM'000	RM'000
Unused tax losses	5,475	3,673
Unabsorbed capital allowances	1,447	1,184
	6,922	4,857
Deferred tax benefit at 24% (2024: 24%), if recognised	1,661	1,166

The availability of unused tax losses for offsetting against future taxable profits of the respective subsidiaries are subject to a 10-year limitation on the carry forward of those losses under the Finance Bill 2021 and guidelines issued by the tax authority. The availability of unused tax losses and unabsorbed capital allowances for offsetting against future taxable profits of the respective subsidiaries are also subject to no substantial changes in shareholdings of the respective subsidiaries under Income Tax Act, 1967 and guidelines issued by the tax authority. Deferred tax assets of certain subsidiaries have not been recognised as it is not probable that their future taxable profits will be available against which they may be utilised.

Pursuant to the relevant tax regulations, the unrecognised tax losses at the end of reporting period will expire as follows:

	Group	
	2025	2024
Year of assessment:	RM'000	RM'000
2029	1,344	1,344
2030	656	656
2031	596	596
2032	369	369
2033	229	229
2034	479	479
2035	1,802	-
	5,475	3,673

25. Share capital

	Group/Company			
	Number of shares		Amount	
	2025	2024	2025	2024
	'000	'000	RM'000	RM'000
Issued and fully paid, at no par value	1,741,882	1,741,882	625,986	625,986

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. All ordinary shares rank equally with regard to the Company's residual assets.

26. Reserves

		Group		Company	
	Note	2025	2024	2025	2024
		RM'000	RM'000	RM'000	RM'000
Non-distributable:					
Share options reserve	(a)	-	1,316	-	1,316

(a) Share options reserve

The share options reserve represents the effect of equity-settled share options granted to employees. This reserve is made up of the cumulative value of services received from employees recorded on the grant date of share options. When options are exercised, the amount from the share options reserve is transferred to share capital. The share options reserve in relation to the vested unexercised options at the expiry of the share option scheme will be transferred to retained profits. Following the expiration of ESOS on 28 May 2025, the share option reserve relating to the vested but unexercised options was transferred to retained profits.

26. Reserves (contd.)

(b) Employees' share options scheme

The Company implemented an ESOS, which is in force for a period of five (5) years until 28 May 2020 ("the option period"). On 28 April 2020, the Company resolved to extend the duration of the exercisable of unexercised ESOS shares, expired on 28 May 2020 for another 5 years to 28 May 2025 in accordance with the provisions of the ESOS By-Laws.

The main features of the ESOS were as follows:

(i) Eligible Directors and employees must be at least eighteen (18) years of age on the Date of Offer, who are confirmed on the Date of Offer (in respect of Employee only) and have served full time for at least a period of one (1) year of continuous services before the date of offer;

(ii) The total number of shares offered under the ESOS shall not, in aggregate, exceed 15% of the issued and paid-up ordinary share capital (excluding treasury shares) of the Company at any time during the existence of the ESOS;

(iii) The option price per ordinary share under ESOS granted in Financial Year 2016 and Financial Year 2021 were RM0.75, Financial Year 2017 and Financial Year 2019 were RM0.94 respectively;

(iv) The option granted to an Eligible Person shall be subject to a minimum of one hundred (100) Options and in multiples of one hundred (100) Options and is subject to the following:

- Not more than 10% of the shares available under the ESOS shall be allocated to an eligible person, who either singly or collectively through persons connected with eligible persons, holds 20% or more of the issued and paid-up ordinary share capital (excluding treasury shares of the Company);

(v) An option granted under ESOS in Financial Year 2016, Financial Year 2017, Financial Year 2019 and Financial Year 2021 may be exercised by the grantee upon achieving the vesting conditions set by the ESOS Committee and is subject to the allotment of shares over the vesting periods of 10 years, 8.34 years, 6.67 years and 4.53 years, respectively after the extension of another 5 years of exercisable period; and

(vi) The shares shall on issue and allotment rank pari passu in all respect with the then existing issued shares of the Company.

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26. Reserves (contd.)

(b) Employees' share options scheme (contd.)

The details of the options over the ordinary shares of the Company are as follows:

		[---------------- Number of options over ordinary shares				--------------]	Exercisable
	Option price	1.7.2024	Granted	Exercised	Lapsed/ forfeited	30.6.2025	30.6.2025
	RM	'000	'000	'000	'000	'000	'000
Grant date							
28 August 2015	0.75	3,746	-	-	(3,746)	-	-
25 January 2017	0.94	3,125	-	-	(3,125)	-	-
26 September 2018	0.94	2,000	-	-	(2,000)	-	-
17 November 2020	0.75	6,410	-	-	(6,410)	-	-
		15,281	-	-	(15,281)	-	-

There was no share options exercised during the financial year. All unexercised ESOS options lapsed on the expiry date.

26. Reserves (contd.)

(b) Employees' share options scheme (contd.)

The fair value of share options granted during the financial year were estimated by using a Black-Scholes Model, taking into account the terms and conditions upon which the options were granted. The key inputs of the options are as follows:

	Grant dates			
	17.11.2020	**26.9.2018**	**25.1.2017**	**28.8.2015**
ESOS expiry date	28.5.2025	28.5.2025*	28.5.2025*	28.5.2025*
Share price at grant date (per share)	RM0.535	RM0.735	RM0.940	RM0.520
Potentially dilutive share price (per share)	RM0.535	RM0.735	RM0.940	RM0.512
Exercise price per share at grant date	RM0.750	RM0.940	RM0.940	RM0.750
Historical volatility	29.81%	20.94%	17.79%	36.73%
Risk free rate of return at grant date	2.11%	3.44%	3.40%	3.91%
Dividend yield	0.38%	0.21%	0.16%	0.57%

* On 28 April 2020, the Company resolved to extend the duration of the exercisability of unexercised ESOS shares, which expired on 28 May 2020 for another 5 years to 28 May 2025 in accordance with the provisions of the ESOS By-Laws.

The ESOS of the Company, which had been in effect for a period of ten years since its implementation on 28 May 2015, expired on 28 May 2025. Pursuant to Clause 20.5 of the ESOS By-Laws, all unexercised ESOS options lapsed on the expiry date, notwithstanding any provisions to the contrary.

27. Retained profits

The Company may distribute dividends out of its entire retained profits under the single-tier system.

28. Related party transactions

(a) In addition to the related party information disclosed elsewhere in the financial statements, the following significant transactions between the Group and the Company with related parties took place at terms agreed between the parties during the financial year:

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Administration service charges payable to:				
- subsidiaries	-	-	1,573	1,071
Gain on disposal of investment in subsidiaries to a subsidiary (Note 16)	-	-	-	1,135
Dividend income from subsidiaries	-	-	33,650	17,291

The transactions between related parties are set on terms mutually agreed between the parties.

Information regarding outstanding balances arising from related party transactions as at 30 June 2025 and 30 June 2024 are disclosed in Notes 18 and 20.

28. Related party transactions (contd.)

(b) Compensation of key management personnel

Key management personnel is defined as those persons having authority and responsibility for planning, directing and controlling the activities of the Group and of the Company, directly or indirectly including any Directors of the Group.

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Short term employee benefits	3,623	3,203	-	-
Share options granted under ESOS	6	16	-	-
	3,629	3,219	-	-

29. Commitments

(a) Capital commitments

Capital expenditure as at 30 June 2025 and 30 June 2024 are as follows:

	Group	
	2025 RM'000	2024 RM'000
Capital expenditure in respect of construction and purchase of property, plant and equipment:		
- approved and contracted for	29,581	49,325

(b) Operating lease commitments - the Group as lessor

The Group has entered into commercial property leases on its property. The leases have remaining non-cancellable lease terms of between one and three years. Certain leases include a clause to enable upward revision of the rental charge upon renewal of tenancy based on prevailing market conditions.

29. Commitments (contd.)

(b) Operating lease commitments - the Group as lessor (contd.)

Future minimum rentals receivable under non-cancellable operating leases at the reporting date are as follows:

	Group	
	2025	2024
	RM'000	RM'000
Not later than 1 year	2,107	1,619
Later than 1 year and not later than 5 years	1,549	1,302
	3,656	2,921

30. Guarantees and contingencies

(a) Financial guarantees

	Group	
	2025	2024
	RM'000	RM'000
Unsecured		
Corporate guarantees given to licensed banks for banking facility granted to wholly-owned subsidiaries	179,473	202,758
Letter of guarantee given to suppliers	9,225	5,237
	188,698	207,995

No value has been placed on the corporate guarantees provided by the Company as the Directors regard the value of the credit enhancement provided by the said corporate guarantees as minimal. This is because the credit facilities granted under the guarantees are collateralised by fixed charges over a long term leasehold land, buildings, assets under construction, medical equipment and investment property of the Group as disclosed in Notes 13 and 15.

(b) Contingent liabilities

The Group is subject to litigations in the ordinary course of business, mainly arising from its subsidiary's hospital operations. The Directors are of the opinion, based on legal advice, management assessment and sufficiency of medical malpractice insurance, that no significant exposure will arise that requires recognition.

31. Financial instruments

(a) Financial risk management objectives and policies

The Group's and the Company's financial risk management policy seeks to ensure that adequate financial resources are available for the development of the Group's and of the Company's businesses whilst managing their interest rate risks (both fair value and cash flow), liquidity risk and credit risk. The Board reviews and agrees policies for managing each of these risks and they are summarised below.

(b) Interest rate risk

Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Fair value interest rate risk is the risk that the value of a financial instrument will fluctuate due to changes in market interest rates. The Group's and the Company's income and operating cash flows are substantially independent of changes in market interest rates.

The Group's interest rate risk arises primarily from interest-bearing borrowings. Borrowings at floating rates expose the Group to cash flow interest rate risk. The Group manages its interest rate exposure by maintaining a mix of fixed and floating rate of interest.

Sensitivity analysis for variable rate instruments

The following table demonstrates the sensitivity to a reasonably possible change in interest rates on that portion of borrowing affected. With all other variables held constant, the Group's profit before tax are affected through the impact on floating rate borrowings, as follows:

	Increase/ (decrease) in basis points	(Decrease)/increase in profit before tax	
		2025 RM'000	2024 RM'000
Group			
Borrowing - floating rate	25	(449)	(507)
	(25)	449	507

31. Financial instruments (contd.)

(c) Liquidity risk

Liquidity risk is the risk that the Group or the Company will encounter difficulty in meeting financial obligations due to shortage of funds. The Group's and the Company's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities. The Group's and the Company's objective is to maintain a balance between continuity of funding and flexibility through the use of stand-by credit facilities.

The Group and the Company actively manage their debt maturity profile, operating cash flows and the availability of funding so as to ensure that all refinancing, repayment and funding needs are met. As part of its overall prudent liquidity management, the Group and the Company maintain sufficient levels of cash or cash equivalents and credit facilities to meet their working capital requirements as well as the expansion. At the reporting date, approximately 21.8% (2024: 12.3%) of the Group's loans and borrowings (Note 21) will mature in less than one year based on the carrying amount reflected in the financial statements.

Analysis of financial instruments by remaining contractual maturities

The table below summarises the maturity profile of the Group's and of the Company's liabilities at the reporting date based on contractual undiscounted repayment obligations.

	On demand RM'000	1 to 5 years RM'000	> 5 years RM'000	Total RM'000
2025				
Group				
Financial liabilities:				
Trade and other payables	69,286	-	-	69,286
Lease liabilities	2,015	1,658	-	3,673
Industrial hire purchase	447	-	-	447
Term loan	45,091	151,934	-	197,025
Total undiscounted financial liabilities	116,839	153,592	-	270,431
Company				
Financial liabilities:				
Trade and other payables, representing total undiscounted financial liabilities	642	-	-	642

31. Financial instruments (contd.)

(c) Liquidity risk (contd.)

Analysis of financial instruments by remaining contractual maturities (contd.)

The table below summarises the maturity profile of the Group's and of the Company's liabilities at the reporting date based on contractual undiscounted repayment obligations (contd.).

	On demand RM'000	1 to 5 years RM'000	> 5 years RM'000	Total RM'000
2024				
Group				
Financial liabilities:				
Trade and other payables	72,035	-	-	72,035
Lease liabilities	1,881	673	-	2,554
Industrial hire purchase	926	447	-	1,373
Term loan	31,449	192,951	3,419	227,819
Total undiscounted financial liabilities	106,291	194,071	3,419	303,781
Company				
Financial liabilities:				
Trade and other payables, representing total undiscounted financial liabilities	682	-	-	682

31. Financial instruments (contd.)

(d) Credit risk

Credit risk is the risk that a counterparty will not meet its obligations under a financial instrument, leading to a financial loss. The Group is exposed to credit risk from its operating activities (primarily trade and other receivables) and from its financing activities, including deposits with banks and financial institutions.

The Group's objective is to seek continual revenue growth while minimising losses incurred due to increased credit risk exposure. The Group trades only with recognised and creditworthy third parties. It is the Group's policy that all customers who wish to trade on credit terms are subject to credit verification procedures. In addition, receivable balances are monitored on an ongoing basis with the result that the Group's exposure to bad debts is not significant.

An impairment analysis is performed at each reporting date using a provision matrix to measure expected credit losses. The provision rates are based on days past due for groupings of various customer type and rating. The calculation reflects the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events and current economic conditions.

Exposure to credit risk

At the reporting date, the Group's maximum exposure to credit risk is represented by the carrying amount of each class of financial assets recognised in the statements of financial position.

Information regarding credit enhancements for trade and other receivables is disclosed in Note 18.

Credit risk concentration profile

The Group’s major concentration of credit risk relates to the amounts owing by 10 (2024: 10) customers, which constituted approximately 64% (2024: 53%) of its gross trade receivables as at the end of the reporting period.

31. Financial instruments (contd.)

(e) Fair values

Financial instruments that are not carried at fair value and whose carrying amounts are reasonable approximation of fair value

The following are classes of financial instruments that are not carried at fair value and whose carrying amounts are reasonable approximation of fair value:

	Note
Trade and other receivables	18
Cash and bank balances	19
Trade and other payables	20
Borrowings - with floating rate	21

The carrying amounts of these financial assets and liabilities are reasonable approximation of fair values, either due to their short-term nature or that they are floating rate instruments that are re-priced to market interest rates on or near the reporting date as the impact of discounting is immaterial.

32. Capital management

The primary objective of the Group's capital management is to safeguard the Group's ability to continue in operations as a going concern in order to provide fair returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital. In order to maintain the optimal capital structure, the Group may, from time to time, adjust the dividend payout to shareholders, return capital to shareholders, issue new shares, redeem debts or sell assets to reduce debts, where necessary.

The Group considers its capital to comprise its ordinary share capital, retained profits and share options reserve which are classified as equity in the consolidated statement of financial position.

Pursuant to the requirements of Practice Note No.17/2005 of the Bursa Malaysia Securities, the Group is required to maintain a consolidated shareholders' equity equal to or not less than the 25% of the issued and paid-up share capital (excluding treasury shares) and such shareholders' equity is not less than RM40.0 million. The Group has complied with this requirement for the financial year ended 30 June 2025.

33. Segment information

No segmental information is provided as the Group is primarily involved in the healthcare industry and the Group’s activities are predominantly in Malaysia.

Financial information is presented to management in accordance with the measurement policies of MFRS and IFRS. There are no adjustments or eliminations made in preparing the Group's financial statements from the reportable segment revenues, profit or loss, assets and liabilities.

Major customers

The Group does not have significant reliance on a single major customer, with whom the Group transacted ten percent (10%) or more of its revenue during the financial year.