

RESILIENCE IN MOTION

ANNUAL
REPORT
2026



CONTENTS

01

CORPORATE
PROFILE

09

CORPORATE
MILESTONES

18

CORPORATE
GOVERNANCE
REPORT

02

CHAIRWOMAN'S
MESSAGE

10

BOARD OF
DIRECTORS

44

FINANCIAL
STATEMENTS

04

BUSINESS
SEGMENTS

13

SENIOR LEADERSHIP
TEAM

08

CORPORATE
STRUCTURE

14

OPERATIONS
REVIEW

This annual report has been reviewed by the Sponsor, UOB Kay Hian Private Limited ("**Sponsor**"). This annual report has not been examined or approved by the Singapore Exchange Securities Trading Limited ("**SGX-ST**") and the SGX-ST assumes no responsibility for the contents of this annual report including the correctness of any of the statements or opinions made or reports contained in this annual report. The contact person for the Sponsor is Mr Lance Tan, Senior Vice President at 83 Clemenceau Avenue, #10-01 UE Square, Singapore 239920, telephone (65) 6590 6881.



CORPORATE PROFILE

ESTABLISHED IN 1995 IN MALAYSIA AND LISTED ON THE SINGAPORE EXCHANGE (“**SGX**”) IN 2018, MEGROUP LTD. (“**MEGROUP**” OR THE “**COMPANY**”, AND TOGETHER WITH ITS SUBSIDIARIES, THE “**GROUP**”) IS AN AUTOMOTIVE GROUP SPECIALISING IN (I) THE MANUFACTURE OF NOISE, VIBRATION AND HARSHNESS (“**NVH**”) AND NON-NVH COMPONENTS FOR AUTOMOBILES AND (II) THE OPERATION OF AUTOMOBILE DEALERSHIPS IN MALAYSIA.

The **Manufacturing Business segment** produces components for a wide range of automobile models, organised into two catalogues. The NVH catalogue includes components such as dashboard insulators, outers, hoods, headliners, undercovers and wheel arches, while the non-NVH catalogue includes board assembly decks, trunk lids, package trays and deck boards.

The **Dealership Business segment** retails new vehicles from GWM, Honda, Omoda & Jaecoo, Jetour, Mazda, MG Motor and Mitsubishi Motors. These are sold through a network of 3S and 4S dealerships in Kuala Lumpur and Selangor, owned and operated by MeGroup.

MANUFACTURING



DEALERSHIP



CHAIRWOMAN'S MESSAGE

We will continue to strengthen our Environmental, Social and Governance practices through practical and measurable initiatives that support long-term.

Dear Shareholders,

On behalf of the Board of Directors, I am pleased to present the Annual Report of MeGroup Ltd ("**MeGroup**" or the "**Company**", and together with its subsidiaries, the "**Group**") for the financial year ended 31 March 2026 ("**FY2026**").

Resilience in Motion

This has been a year that tested us in ways no one could have anticipated. On 14 March 2026, a fire affected one of our production facilities in Balakong, Selangor.

In the weeks that followed, our people worked tirelessly throughout the Hari Raya festive period, responding with urgency, resilience and an unwavering sense of purpose. As the rebuilding of our operations commenced almost immediately, our teams simultaneously worked alongside customers, insurance adjusters, contractors, machinery and equipment manufacturers, technical partners, suppliers and many other stakeholders to restore operations,

safeguard customer commitments and accelerate our recovery.

Every challenge was met with determination, every obstacle with collaboration and every setback with a shared resolve to move forward. It was the resilience, dedication and unity of our people, more than any contingency plan, that carried us through one of the most challenging periods in our history. Their extraordinary commitment gives me every confidence that MeGroup will emerge stronger, more agile and better positioned for the opportunities ahead.

Above all, I am profoundly grateful that the incident did not result in any loss of life or injuries. We received the first interim insurance payment in April 2026 and continue to work closely with our insurers towards the final settlement. This experience has reaffirmed the importance of building resilience across every aspect of our organisation. While comprehensive insurance coverage provides an essential layer of financial protection, our long-term



Ms Wong Keat Yee

EXECUTIVE CHAIRWOMAN
HEAD OF OPERATIONS & MANUFACTURING

resilience is equally underpinned by disciplined risk management, effective business continuity planning, operational readiness and the unwavering dedication of our people. Together, these strengths enable MeGroup to navigate challenges with confidence and emerge stronger for the future.

FY2026 in Review

In addition to contending with the unexpected fire, the Group navigated external headwinds that included intensifying competition, margin pressure and softening demand. Malaysia's automotive market began to soften towards the close of the financial year, while global uncertainties such as shifting trade policies, geopolitical tensions and inflationary cost pressures weighed on consumer sentiment.

Group revenue declined by 12.9% or RM50.62 million, from RM392.63 million in FY2025 to RM342.01 million in FY2026, with both our Manufacturing and Dealership segments recording lower revenue.

Revenue from our Manufacturing business decreased by 15.0% to RM61.74 million, mainly due to a decline in sales orders for existing models and delays in the mass production of new projects by our customers. Despite this, we remain focused on operational efficiency and cost competitiveness.

Revenue from our Dealership business decreased by 12.4% to RM280.26 million, as customers adopted a wait-and-see approach in anticipation of the new petrol subsidy policy and evolving regulations for imported electric vehicles. Our after-sales business, however, grew meaningfully, underscoring our diversified revenue base.

The Group recorded a net loss of RM1.71 million for FY2026, compared with a net profit of RM6.97 million in FY2025. This was attributed to lower gross profit contributions from both segments, higher selling and distribution expenses incurred to sustain dealership performance, and one-off asset write-offs arising from the fire incident.

Importantly, the loss was driven largely by non-recurring items. Excluding the write-off of property, plant and equipment, right-of-use assets and inventories arising from the fire incident, the Group would have recorded a profit before tax of approximately RM2.46 million in FY2026. The Group's financial position remains

resilient, with sufficient resources to support our growth plans.

Looking Ahead

The Malaysian Automotive Association ("MAA") expects Total Industry Volume to moderate to approximately 790,000 units in 2026, reflecting normalising demand amid the rising cost of living, weaker purchasing power, and reduced fuel subsidies. Together, these may weigh on household disposable income and on consumer appetite for big-ticket purchases such as automobiles.

On vehicle policy, the expiry of tax exemptions for imported completely built-up ("CBU") electric vehicles from the beginning of 2026 is expected to raise the retail prices of imported EV models while encouraging greater take-up of locally assembled ("CKD") vehicles. This structural shift supports demand for our Manufacturing segment, where our investments in next-generation manufacturing capabilities position us to support OEM localisation initiatives as this demand grows. Meanwhile, our diversified dealership portfolio positions us to capture shifting consumer preferences across both conventional and new energy vehicle segments.

Several tailwinds also remain in place: a supportive financing environment following the reduction of the Overnight Policy Rate to 2.75%, a low unemployment rate, and resilient GDP growth projected at between 4.0% and 5.0%. We remain mindful of downside risks, including intensifying competition from new market entrants, and will continue to manage our inventory and working capital prudently.

Looking ahead, we remain committed to investing selectively for future growth. In April 2026, the Group entered into an agreement to acquire two units of freehold commercial properties in Klang, Selangor to strengthen our dealership network.

Additionally, our second 4S Jetour outlet in Kajang, Selangor commenced its sales operation in March 2026, while our Honda dealership is being upgraded to 4S status, targeted for Q2 FY2027. As part of our ongoing portfolio review, we ceased our Peugeot dealership operations with effect from 31 January 2026, redirecting these resources towards higher-growth brands.

Sustainability remains an integral part of MeGroup's long-term strategy and our

commitment to building a resilient business. Since commencing our solar energy initiative in 2021, we have continued to expand renewable energy integration across our operations, including additional solar installations at our Balakong facilities during FY2026. These investments have enhanced energy efficiency, reduced operating costs and lowered our environmental footprint, with solar energy accounting for 7% of the Group's total electricity consumption in FY2026, up from 6% in FY2025.

While encouraged by this steady progress, we recognise that sustainability is a continuous journey. We will continue to strengthen our Environmental, Social and Governance ("ESG") practices through practical and measurable initiatives that support long-term value creation, strengthen the resilience of our business and advance our aspiration of achieving net zero emissions by 2050.

Rewarding Our Shareholders

The Board remains committed to delivering sustainable long-term value to our shareholders through a balanced approach to capital management. While the Company does not maintain a fixed dividend policy, we recognise the importance of providing returns to shareholders without compromising the financial flexibility needed to support the Group's growth and strategic priorities. In FY2026, the Group declared and paid an interim one tier tax exempt dividend of 0.3 sen per share, unchanged from FY2025, reflecting the Board's continued commitment to rewarding shareholders in a prudent and sustainable manner.

In Appreciation

I extend my sincere gratitude to my fellow Board members for their guidance through a challenging year, and to our management and staff, whose dedication and swift response embodied the resilience this year demanded.

To our shareholders, thank you for your continued trust and support. The foundation we have built, and the resilience we have demonstrated, position the Group to keep moving forward and to create long-term sustainable value.

Ms Wong Keat Yee

EXECUTIVE CHAIRWOMAN,
HEAD OF OPERATIONS & MANUFACTURING

MANUFACTURING

The Group currently operates a total of five manufacturing facilities in Malaysia, consisting of four manufacturing and assembly plants located in Balakong, Selangor and Kulim, Kedah; and one warehouse located in Alor Gajah, Malacca. MeGroup is an approved supplier to several major automobile manufacturers in Malaysia and to a global air-conditioning manufacturer.

The Group manufactures a variety of Thermobonded Felts with a range of NVH properties, which are used in the production of both its NVH and non-NVH products. By producing these felts in-house, the Group reduces its reliance on externally sourced materials, optimises material usage and minimises transportation needs, thereby contributing to a lower overall carbon footprint and further supporting the Group's sustainability goals.

The Manufacturing Business also continues to benefit from its investment in solar energy at its Balakong, Selangor facility, which has helped lower overhead expenses and reduce its overall carbon footprint. The Group remains actively focused on strengthening its sustainability practices and continues to explore further Environmental, Social and Governance ("ESG") initiatives in support of Malaysia's pledge to achieve net-zero emissions by 2050.

Research and Development ("R&D") Capabilities



The Group has an R&D lab capable of conducting several tests, such as tensile and bending strength tests, flame/fire properties tests, heat and water resistance tests, and peeling and shearing tests. Additionally, MeGroup has its own acoustic sound test lab, making it the only NVH manufacturer in Malaysia with such a facility. The sound test lab can perform sound absorption tests and sound insulation loss tests for internal R&D activities and offers these services to third parties as well.

Thermobonded Felt



MeGroup's Thermobonded Felts are made from a mixture of thermoplastic and non-thermoplastic fibres bonded together through the application of thermal heat. By varying the composition of the fibres, the Group can produce Thermobonded Felts with a range of properties to meet each customer's specific NVH requirements.

NVH Components and Non-NVH Components



1 Engine Compartment Insulation

A range of engine compartment insulation components such as hood insulators and dash outer insulators are incorporated into the hoods and engine casings of automobiles to reduce sound emission, vibrations and heat from the engine into the environment and interior cabin of the automobile.

2 Exterior Body Shielding Systems

Exterior body shielding systems are integrated into the undercarriage of automobiles to insulate the interior cabin from external noise and vibrations. Additionally, these systems play a role in influencing the aerodynamic performance of the vehicle.

3 Interior System Insulation

Interior system insulation components such as inner dash systems, headliners, floor carpeting and silencer floors are incorporated into automobiles to insulate the cabin.

4 Trunk Systems

MeGroup manufactures trunk systems, including trunk floors and trunk side liners, available in a variety of coverings. The trunk systems are used to line the boots of automobiles.

DEALERSHIP

The Group currently operates 14 dealership outlets in Klang Valley, Malaysia, under seven renowned brands: GWM, Honda, Omoda & Jaecoo, Jetour, Mazda, MG Motor and Mitsubishi Motors. This diverse brand portfolio caters to a broad customer base, targeting various market segments and consumer preferences.

The dealership operations provide a holistic range of sales and support services to customers through its 3S and 4S outlets and body and paint centres:

Vehicle Sales

With strong brand partnerships and extensive inventory, we are able to meet diverse customer needs, from economy to luxury vehicles.

After-Sales Services

We offer a comprehensive range of after-sales services, including regular maintenance, repairs and parts replacement. These services are a crucial differentiator for higher customer satisfaction and retention.

Insurance Solutions

MeGroup offers tailored insurance solutions to customers in partnership with leading insurers. This offering enhances the customer experience and generates additional revenue through commissions.

Mobility-as-a-Service (MaaS)

The Group offers Mobility-as-a-Service through Flux, an innovative car leasing platform that provides flexible vehicle usage options while capitalising on any unsold inventory. This service meets the growing demand for mobility solutions and contributes to revenue diversification.

Accident Repair and Insurance Claims

MeGroup's dealerships also offer accident repair services and handle insurance claims. This segment provides a vital service that gives customers peace of mind when driving.

3S Dealerships



**Mazda 3S
Dealership**
Sungai Besi



**GWM 3S
Dealership**
Kuala Selangor



**Mitsubishi Motors
3S Dealership**
Kuala Selangor



**Mitsubishi Motors
3S Dealership**
Bandar Bukit Raja



**Honda 3S
Dealership**
Kuala Selangor



**Omoda & Jaecoo
3S Dealership**
Setia Alam

4S Dealerships



**Jetour 4S
Dealership**
Kajang



**Honda 4S
Dealership**
Cheras



**MG Motor 4S
Dealership**
Setia Alam



**GWM 4S
Dealership**
Telok Panglima Garang



**Mitsubishi Motors
4S Dealership**
Telok Panglima Garang



**Jetour 4S
Dealership**
Telok Panglima Garang

Body & Paint Dealerships



Mazda B&P
Sungai Besi



**Mitsubishi Motors
B&P**
Klang



Dealership Category

1S
Sales

2S
Service
& Spare Parts

3S
Sales, Service
& Spare Parts

4S
Sales, Service, Spare
Parts & Body & Paint

B&P
Body & Paint

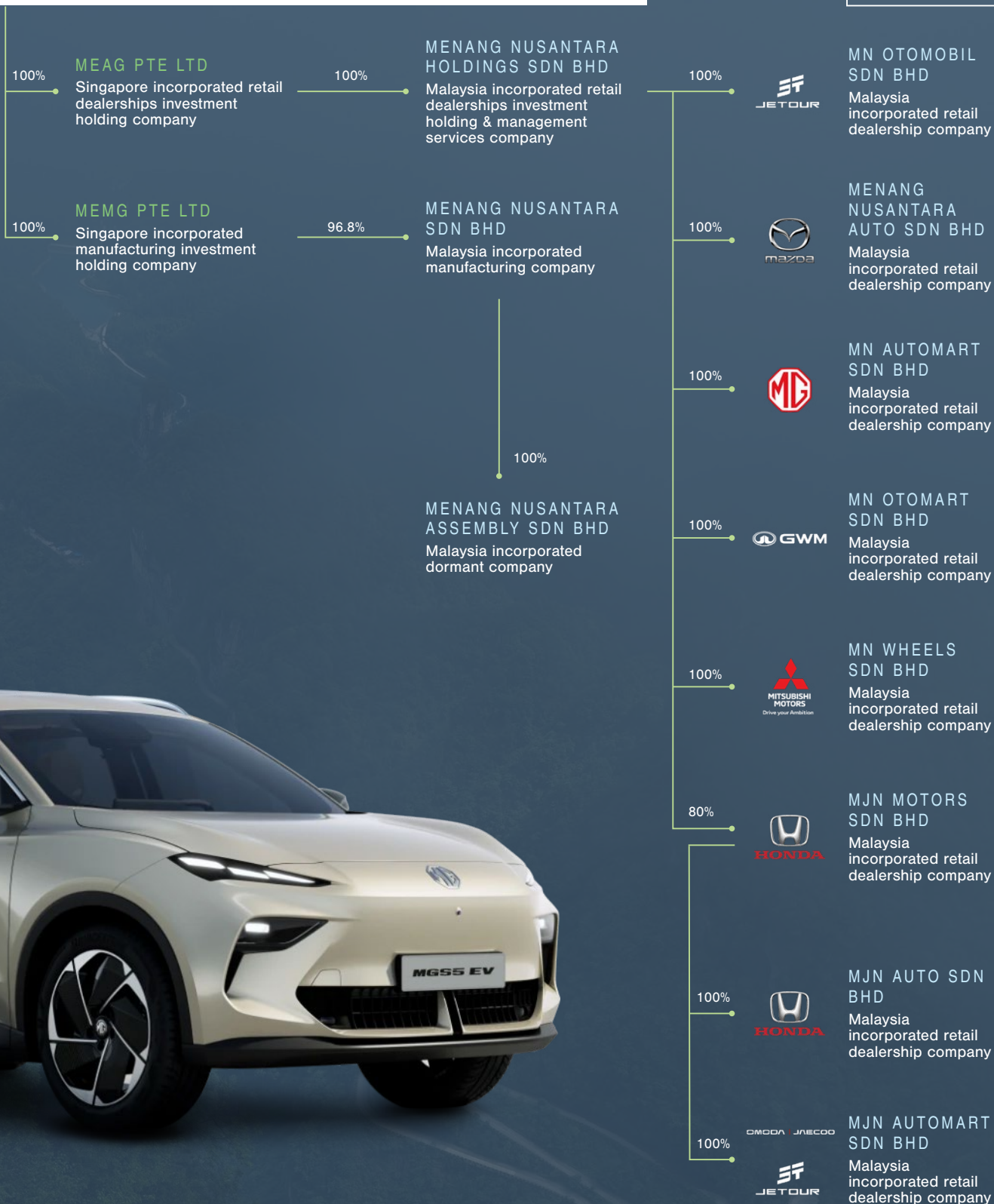
CORPORATE STRUCTURE



MeGroup Ltd

Singapore incorporated company
listed on the Catalist Board on SGX

■ Singapore Company
■ Malaysia Company



CORPORATE MILESTONES

1995

- Founded on 30 March 1995 and operated out of a shophouse at Balakong
- Manufactured carpet flooring and other NVH parts for Proton's vehicles

1999

- Relocated to a larger facility to expand manufacturing capacity and meet increased demand for NVH and non-NVH components

2000

- Qualified as an Approved Supplier for Perodua; began supplying NVH and non-NVH parts for Perodua vehicles

2001

- Achieved ISO 9002 certification for manufacturing interior parts for NVH insulations

2004

- Appointed Approved Supplier for Ford, Mazda Philippines and Nissan
- Expanded into the international export market

2008

- Relocated to M1 facility to keep up with growing demand for the Group's products

2011

- Enrolled in Kaizen programme to further improve manufacturing processes

2012

- Awarded 1st Mazda 3S dealership at Sungai Besi

2013

- Established Thermobonded Felt line at Main Manufacturing Plant

2015

- Awarded 1st Peugeot 4S dealership at Kajang
- Appointed Approved Supplier for Mazda Malaysia
- Achieved ISO 14001:2004 certification for environmental management systems
- Awarded Mazda Body & Paint 3S dealership at **Sungai Besi**

2017

- Awarded 2nd Peugeot 3S dealership at Seremban
- Awarded 1st Honda 3S dealership at Cheras

2018

- Listed on the Singapore Exchange ("SGX") on 31 October
- Upgraded Honda 3S dealership at Cheras to offer 4S services
- Awarded 2nd Honda 3S dealership at Kuala Selangor
- Awarded 3rd Peugeot 3S dealership at Setia Alam
- Appointed Approved Supplier for Johnson Controls Hitachi

2019

- Completed acquisition of MJN Motors Sdn Bhd
- Awarded 1st Hyundai 3S dealership at Klang
- Awarded 1st Ford 3S dealership at Shah Alam

2020

- Awarded 1st Mitsubishi Motors 3S dealership at Kuala Selangor
- Completed construction of sound test lab in M1 facility
- Secured new manufacturing projects with Mitsubishi Motors, Peugeot and Toyota

2021

- Awarded 2nd Mitsubishi Motors 3S dealership at Bandar Bukit Raja
- Awarded 1st Proton 4S dealership at Telok Panglima Garang
- Embarked on solar power integration in manufacturing plant at Balakong

2022

- Appointed by Honda Malaysia as authorised used car dealer
- Opened MeGroup's new manufacturing facility in Kulim Hi-Tech Park

2023

- Featured in RHB's Singapore Top 20 Small Cap Jewels
- Secured manufacturing projects with Kia
- Embarked on a sustainability journey to achieve net-zero emissions by 2050
- Awarded Mitsubishi Motors Body & Paint dealership at Klang

2024

- Appointed as MG Motor 3S dealer for the Setia Alam area in Selangor, marking the Group's first foray into EV retailing
- Awarded 1st Omoda & Jaecoo 3S dealership at Setia Alam
- Awarded 1st GWM 3S dealership at Kuala Selangor

2025

- Appointed new executive leadership – Ms Wong Keat Yee as Executive Chairwoman, Mr Wong Sai Hou as Executive Director and CEO, and Mr Wong Sai Keat as Executive Director
- Appointed Approved Supplier for Hyundai
- Awarded 3rd Mitsubishi Motors 4S dealership at Telok Panglima Garang
- Awarded 1st Jetour 4S dealership at Telok Panglima Garang
- Awarded 2nd GWM 4S dealership at Telok Panglima Garang
- Upgraded R&D capabilities by introducing humidity and temperature cycle testing

2026

- Entered into SPA to acquire two freehold commercial properties in Klang, Selangor, to expand and strengthen the Group's retail dealership network
- Awarded 2nd Jetour 4S dealership at Kajang
- Embarked on solar power integration in the Group's (i) Thermobonded Felt plant and (ii) production plant, warehouse & corporate office at Balakong

BOARD OF DIRECTORS



Ms Wong Keat Yee

EXECUTIVE CHAIRWOMAN
HEAD OF OPERATIONS & MANUFACTURING

APPOINTMENT DATE:
26 September 2018

Ms Wong was appointed as Executive Director on 26 September 2018 and subsequently appointed as Board Chairwoman on 30 August 2024. She is responsible for the Group's overall management and operations while driving the Group's vision and business strategies. She also leads the Group in sustainability, Corporate Social Responsibility ("CSR") and spearheads its ISO14001 and other lab certifications.

She first joined the Group as an Executive in the production and planning department of the Manufacturing Business in 2001 and had been serving as its Executive Director since 26 September 2018. She is responsible for the overall operations of the Manufacturing Business, including overseeing the Group's human resources, purchasing and procurement departments. She is also responsible for the Manufacturing Business' supply chain strategy. Under her stewardship, she spearheaded the Group's efforts to obtain the ISO 9002 accreditation in 2001 and the ISO/TS 16949:2009 accreditation in 2014 and oversaw the revamp of the Group's purchasing and production departments. She also pioneered the Group's "Kaizen" initiatives and is the Chairlady of the Group's "Kaizen" and "5S" practice committees to improve workplace productivity.

Ms Wong is a graduate from the South Australian Matriculation pre-university program conducted by Taylor's College, Malaysia in 1998.

OTHER LISTED DIRECTORSHIPS AND/OR PRINCIPAL COMMITMENTS

- Director, Menang Nusantara Sdn. Bhd.
- Director, MeAG Pte. Ltd.
- Director, MeMG Pte. Ltd.
- Director, MN Otomobil Sdn. Bhd.
- Director, MN Automart Sdn. Bhd.
- Director, MN Otomart Sdn. Bhd.
- Director, MN Wheels Sdn. Bhd.
- Director, Menang Nusantara Holdings Sdn. Bhd.
- Director, Menang Nusantara Assembly Sdn. Bhd.



Mr Wong Sai Hou

CHIEF EXECUTIVE OFFICER ("CEO")
EXECUTIVE DIRECTOR
HEAD OF GROUP EXPANSION & STRATEGY
HEAD OF DEALERSHIPS

APPOINTMENT DATE:
30 August 2024

Mr Wong was appointed as Executive Director and CEO on 30 August 2024. He assumes key responsibilities for the Group's overall management and operations, including formulating the Group's strategic direction and expansion plans to grow both the Manufacturing and Dealership businesses.

He first joined the Group in 1999 as a Product Executive in the Manufacturing Business. He has committed to continue his responsibilities in overseeing and setting the growth and expansion strategies of both the Group's Manufacturing Business and the Dealership Business. He has also been instrumental in developing the Group's Dealership Business, overseeing both the operations and management of the Group's dealerships.

Mr Wong graduated from the University of Melbourne with a Degree in Engineering in 1998.

OTHER LISTED DIRECTORSHIPS AND/OR PRINCIPAL COMMITMENTS

- Director, JCWW Sdn. Bhd.
- Director, Menang Nusantara Sdn. Bhd.
- Director, Menang Nusantara Holdings Sdn. Bhd.
- Director, Menang Nusantara Auto Sdn. Bhd.
- Director, MJN Motors Sdn. Bhd.
- Director, MJN Auto Sdn. Bhd.
- Director, MJN Automart Sdn. Bhd.
- Director, MN Automart Sdn. Bhd.
- Director, MN Otomart Sdn. Bhd.
- Director, MN Wheels Sdn. Bhd.
- Director, Menang Nusantara Assembly Sdn. Bhd.
- Director, JTW General Sdn. Bhd.
- Director, Captech Malaysia Sdn. Bhd.



Mr Wong Sai Keat

EXECUTIVE DIRECTOR
HEAD OF ENGINEERING,
MANUFACTURING, R&D

APPOINTMENT DATE:
30 August 2024

Mr Wong was appointed as Executive Director on 30 August 2024. He first joined the Group in 2004 as a Programme Engineer. He oversees the engineering function of the Manufacturing Business, and maintains his responsibilities for the product development department, ensuring that the physical properties of the Thermobonded Felt products meet the requirements of the customers as well as developing new applications for the Thermobonded Felts. His ongoing responsibilities includes supporting the respective Heads of Sales and Manufacturing Business, to maintain and grow the Group's strategic relationships with customers, principals and suppliers, focusing on expanding the overall business internationally outside of Malaysia.

Mr Wong graduated from the University of Melbourne with a Degree in Computer Science in 2003.

OTHER LISTED DIRECTORSHIPS AND/OR PRINCIPAL COMMITMENTS

- Director, MeAG Pte. Ltd.
- Director, MeMG Pte. Ltd.
- Director, Menang Nusantara Sdn. Bhd.
- Director, MN Otomobil Sdn. Bhd.
- Director, MJN Motors Sdn. Bhd.
- Director, MJN Auto Sdn. Bhd.
- Director, MJN Automart Sdn. Bhd.
- Director, Menang Nusantara Assembly Sdn. Bhd.



Mr Chee Teck Kwong Patrick
LEAD INDEPENDENT NON-EXECUTIVE DIRECTOR

Nominating Committee – Chairman
Audit Committee – Member
Remuneration Committee – Member

APPOINTMENT DATE:
26 September 2018

Mr Chee holds a Bachelor of Laws (Honours) Degree from the University of Singapore. He is an Advocate and Solicitor of the Supreme Court of Singapore and a Solicitor of the senior courts of England and Wales. He has been in private legal practice since 1980 and is now a Senior Legal Consultant with Tito Isaac & Co LLP, a law firm providing legal services in Singapore and cross-border services in collaboration with a network of lawyers in overseas jurisdictions. His areas of practice are corporate and commercial matters, banking and finance, cross-border joint ventures and investments, mergers and acquisitions, setting up of family offices and listing of companies. He has also advised on property law and has handled several landmark development projects in Singapore, Indonesia, Malaysia, Vietnam and China. He also conducts civil litigation and arbitration proceedings. Mr Chee is a member of the Law Society of Singapore, Singapore Academy of Law, The Law Society of England and Wales, Singapore Institute of Arbitrators, and Singapore Institute of Directors. He had served in the sub-committee of the National Crime Prevention Council, Singapore and worked with the National Productivity Board, Singapore in developing and seeing the successful launch of some well-known franchises in Singapore in the early 1990s. From 2002 to 2013, he was the Organising Chairman of the 'National Street Soccer League – Lee Hsien Loong Challenge Trophy'. Mr Chee serves as Honorary Legal Advisor to several big clans and trade associations in Singapore. He is also a recipient of the National Day Awards 2003 – 'The Public Service Medal (Pingat Bakti Masyarakat)' from the President of Republic of Singapore.

OTHER LISTED DIRECTORSHIPS
AND/OR PRINCIPAL COMMITMENTS

- Independent Director, QAF Limited
- Lead Independent Director, Sheng Shiong Group Ltd.
- Independent Director, Noel Gifts International Ltd.
- Senior Consultant, Tito Isaac & Co LLP



Mr Lai Sou Wei Edmund
INDEPENDENT NON-EXECUTIVE DIRECTOR

Audit Committee – Chairman
Nominating Committee – Member
Remuneration Committee – Member

APPOINTMENT DATE:
26 September 2018

Mr Lai has more than 13 years of corporate recovery experience with Deloitte Malaysia, focusing on corporate debt recovery, financial monitoring and restructuring. During his stint with Deloitte Malaysia, he was involved in a variety of restructuring exercises including debt restructuring for companies, special administration of companies and other insolvency administration work such as receivership and liquidation. His experience spans from industries such as property development, property management, construction to manufacturing sectors. Backed by five years of experience in providing independent whistleblowing services and leading Deloitte Malaysia's whistleblowing services division from 2013 to 2017, he left Deloitte Malaysia in June 2017 to establish his own financial advisory firm providing various corporate advisory services, including corporate debt recovery and independent whistleblowing services. Mr Lai graduated with a Bachelor of Commerce in Accounting and Finance from Monash University in 1999.

OTHER LISTED DIRECTORSHIPS
AND/OR PRINCIPAL COMMITMENTS

- Director, Polaris Corporate Solutions Sdn. Bhd.
- Director, Idris Hydraulic (Malaysia) Berhad

BOARD OF DIRECTORS



Mr Choo Chih Chien Benjamin

INDEPENDENT NON-EXECUTIVE DIRECTOR

Remuneration Committee – Chairman

Audit Committee – Member

Nominating Committee – Member

APPOINTMENT DATE:

26 September 2018

Mr Choo began his career with the financial services department of Allen & Gledhill in 2001. In 2003, he joined Edmond Pereira & Partners, focusing on white collar criminal litigation, general regulatory and corporate advisory work. In 2005, he joined the corporate team of TSMP Law Corporation and worked his way upwards towards a Director role in 2009. Since 2018, he has been serving as a Director at Genesis Law Corporation specialising in mergers and acquisitions, joint ventures, securities regulations and fintech advisory work. Mr Choo graduated from the National University of Singapore in 2001 with a Bachelor of Laws (Honours) (LLB). Mr Choo's work in the legal field has been recognised by The Asia Pacific Legal 500 (2007/2008, 2008, 2009 and 2009/2010 Editions). He is also listed in Chambers Asia Pacific 2011 as a "Leading Individual – Investment Funds: Domestic Firms." Also, he has been a member of both the Inquiry Panel constituted under the Legal Profession Act since 2011, and the Complaints and Disciplinary Panel constituted under the Accountants Act from 2010 to 2014. Mr Choo serves on the Board of Talent Beacon Community Care Limited, which runs education and social programs for children and youth from underprivileged families.

OTHER LISTED DIRECTORSHIPS

AND/OR PRINCIPAL COMMITMENTS

- Director, Genesis Law Corporation
- Director, Talent Beacon Community Care Limited
- Independent Director, Overseas Education Limited
- Independent Director, Vantage Corp
- Independent Director, Union Gas Holdings Limited



Mr Chong Kwea Seng

INDEPENDENT NON-EXECUTIVE DIRECTOR

Audit Committee – Member

Nominating Committee – Member

Remuneration Committee – Member

APPOINTMENT DATE:

2 January 2021

Mr Chong has held various senior management positions since 1978. At Sime Darby Industrial Sdn Bhd ("SDI"), he was first promoted to Sales Director in 2002 and later to Managing Director in 2006. In 2006, he was also appointed as Managing Director of China Engineers Ltd – SDI's Caterpillar Dealer in Hong Kong and China. During this time, he acquired valuable international experience working alongside key decision makers across USA, Japan and Europe, as well as chaired multiple joint venture companies setup by SDI. He has also gained valuable business experience and relations in China over the years at SDI. Mr Chong holds a Bachelor of Science in Mechanical Engineering with First Class Honours from Heriot-Watt University, United Kingdom and a Diploma in Mechanical Engineering with First Class Honours from University Teknologi Malaysia. Mr Chong was conferred with Caterpillar's inaugural "Global Excellence Award" in 2015.

OTHER LISTED DIRECTORSHIPS

AND/OR PRINCIPAL COMMITMENTS

- Advisor, Subur Tiasa Holdings Berhad

SENIOR LEADERSHIP TEAM



Mr Wong Cheong Chee
GROUP SENIOR ADVISOR

APPOINTMENT DATE:
30 August 2024

After leading the Group for more than 30 years since 1995, Mr Wong has decided to step down from his role as Executive Chairman and CEO on 30 August 2024. Throughout the years, he has been instrumental in driving the Group's growth, leading to the expansion of both the Manufacturing Business and the Group's operations. He will continue to serve the Group as a Senior Advisor, tapping into over 40 years of his experience in the manufacturing industry, as well as ensuring a smooth transition of leadership and succession plan.

Prior to joining the Group, he was one of the founders of Paragon Union Berhad, a company listed on Bursa Malaysia in the business of manufacturing and distributing automotive components including commercial carpets and noise, vibration and harshness ("NVH") interior and insulator trims.

Mr Wong graduated from the University of Malaya with a Degree in Mechanical Engineering in 1970.



Mr Abdul Razak Bin Montel
HEAD OF SALES & MANUFACTURING

APPOINTMENT DATE:
30 March 1995

Mr Razak is one of the founding member of the Group, establishing Menang Nusantara Sdn. Bhd. in 1995. Currently, He is responsible for the sales and marketing of the Manufacturing Business. With over 30 years of experience in the industry, he has been instrumental in the growth of the Manufacturing Business, and focuses on maintaining and growing the Group's strategic relationships with its customers, principals and suppliers within Malaysia.

Mr Razak started his career in Carpet International Sdn. Bhd. as a Sales Executive in 1987. Subsequently, he joined Union Carpet Industry Sdn. Bhd., which was later renamed Paragon Union Berhad, where he was promoted to Sales Manager.

Mr Razak graduated from Sekolah Aminuddin Baki, Johor Bahru, Johor in 1978 with a Malaysia Certificate of Education (Sijil Pelajaran Malaysia).



Mr Felix Cheah Yao Jian
CHIEF FINANCIAL OFFICER ("CFO")

APPOINTMENT DATE:
31 December 2019

Mr Cheah first joined the Group in 2019 as Group Financial Controller and was subsequently promoted to CFO in 2023. He is responsible for all the Group's financial reporting, accounting and corporate matters.

Prior to joining the Group, Mr Cheah served as a Senior Manager in the Corporate Finance and Investment – Equities Department at the Securities Commission Malaysia. He began his professional career at Baker Tilly Malaysia, where he was attached to the Audit and Assurance Division from 2008 to 2017. In 2012, he was seconded to Baker Tilly UK Audit LLP, now known as RSM UK. In January 2017, he joined 7-Eleven Malaysia Berhad as the Group Financial Reporting Manager.

Mr Cheah holds a Bachelor of Commerce (Hons) in Accounting from Universiti Tunku Abdul Rahman. He is also a Chartered Accountant of the Malaysian Institute of Accountants and a Fellow Member of the Certified Practising Accountant by CPA Australia.

OPERATIONS REVIEW



REVENUE

RM342.01 million



GROSS PROFIT

RM40.34 million

Financial Performance

For FY2026, the Group's revenue decreased by approximately RM50.62 million or 12.9% from RM392.63 million in FY2025 to RM342.01 million due to lower revenue contributions from both its manufacturing and dealership businesses.

Revenue from the Group's manufacturing business decreased by approximately RM10.87 million or 15.0% from RM72.61 million in FY2025 to RM61.74 million in FY2026. The decrease was due to a decline in sales orders for existing models and a delay by the Group's customers in mass production of new projects.

Revenue from the Group's dealership business decreased by approximately RM39.75 million or 12.4% from RM320.01 million in FY2025 to RM280.26 million in FY2026. The decrease was mainly due to a drop in automobile sales, as customers adopted a wait-and-see approach in anticipation of Malaysia's new petrol subsidy policy and new regulations for all fully imported electric vehicles.

The Group's gross profit decreased by approximately RM7.96 million or 16.5% from RM48.30 million in FY2025 to RM40.34 million in FY2026 due to lower gross profit contributions from both the manufacturing and dealership businesses. Gross profit from the manufacturing business decreased by approximately RM4.00 million from RM18.64 million in FY2025 to RM14.64 million in FY2026, while gross profit from the dealership business decreased by approximately RM3.96 million from RM29.66 million in FY2025 to RM25.70 million in FY2026.

Overall, gross profit margin decreased by 0.5 percentage points from 12.3% in FY2025 to 11.8% in FY2026. On a segmental level, the gross profit margin of the manufacturing business decreased by 2.0 percentage points from 25.7% in FY2025 to 23.7% in FY2026, mainly due to a decline in orders for higher-margin products. Meanwhile, the gross profit margin of the dealership business decreased slightly by 0.1 percentage points from 9.3% in FY2025 to 9.2% in FY2026, mainly due to higher discounts granted on automobile sales.



The Group recorded a loss before tax of RM0.94 million in FY2026 as compared to a profit before tax of RM10.05 million in FY2025. Excluding the write-off of property, plant and equipment, ROU assets, and inventories due to the fire incident, the Group would have recorded a profit before tax of RM2.46 million in FY2026.

Other income decreased by approximately RM0.08 million or 6.4% from RM1.32 million in FY2025 to RM1.23 million in FY2026. The decrease was mainly due to lower insurance incentive income of RM0.12 million and incentives received from principals of RM0.24 million. This was partially offset by higher bank interest income of RM0.18 million and rental income of RM0.16 million.

The Group recorded other losses of RM2.72 million in FY2026 as compared to other gains of RM0.76 million in FY2025. This was mainly due to a significant loss on the write-off of property, plant and equipment amounting to RM1.07 million, right-of-use (“**ROU**”) assets amounting to RM1.79 million and inventories amounting to RM0.53 million due to the fire incident at the Group’s premises in Selangor, Malaysia. This was further compounded by a RM0.09 million decrease in realised foreign exchange gain, and loss on derecognition of financial asset, at FVPL amounting to RM0.18 million. These losses were in turn partially offset by an increase in gain on disposal of ROU assets amounting to RM0.35 million.

Selling and distribution expenses increased by approximately RM0.39 million or 3.9% from RM9.75 million in FY2025 to RM10.14 million in FY2026. This was mainly due to higher advertising and promotion expenses of RM0.54 million and increased staff costs of RM0.17 million, partially offset by lower rental expenses of RM0.22 million and commission and incentive expenses of RM0.09 million.

Administrative expenses decreased by approximately RM1.21 million or 4.8% from RM25.09 million in FY2025 to RM23.88 million in FY2026. This was mainly due to lower office and showroom upkeep expenses of RM0.78 million, professional fees of RM0.54 million, directors’ remuneration of RM0.20 million, and staff welfare and benefits of RM0.12 million. These reductions were partially offset by increases in depreciation of property, plant and equipment of RM0.15 million, and the depreciation of ROU assets of RM0.15 million.

Finance expenses increased by approximately RM0.20 million or 3.6% from RM5.54 million in FY2025 to RM5.74 million in FY2026. This was mainly due to higher floor stock financing interest and bank overdraft interest of RM0.27 million, partially offset by a decrease in interest expenses on term loans and revolving credit facilities of RM0.07 million.

As a result of the above, the Group recorded a loss before tax of RM0.94 million in FY2026 as compared to a profit before tax of RM10.05 million in FY2025. Excluding the write-off of property, plant and equipment, ROU assets, and inventories due to the fire incident, the Group would have recorded a profit before tax of RM2.46 million in FY2026.

Financial Position

The Group's total assets stood at RM186.60 million as at 31 March 2026 as compared to RM180.85 million as at 31 March 2025. The increase was mainly due to increases in trade and other receivables of RM4.26 million, inventories of RM4.09 million, and property, plant and equipment of RM2.15 million. These were partially offset by reductions in ROU assets of RM5.34 million and the absence of investment in an associated company of RM1.02 million.

Total liabilities stood at RM126.38 million as at 31 March 2026 as compared to RM118.53 million as at 31 March 2025, mainly due to an increase in total borrowings of RM6.81 million and trade and other payables of RM4.23 million. These were partially offset by a decrease in lease liabilities of RM2.65 million and deferred tax liabilities of RM0.61 million.

The Group's total equity decreased by RM2.09 million from RM62.31 million as at 31 March 2025 to RM60.22 million as

at 31 March 2026 due to the total comprehensive loss for the financial year amounting to RM1.71 million, as well as dividends paid during the financial year amounting to RM0.39 million.

Net Asset Value ("NAV") per share stood at 47.86 sen as at 31 March 2026 compared to 49.60 sen as at 31 March 2025.

The Group's cash and cash equivalents stood at RM21.27 million as at 31 March 2026 compared to RM20.31 million as at 31 March 2025, reflecting the Group's resilient financial position.

Cash Flows

Net cash generated from operating activities of RM14.49 million was mainly due to operating profit before working capital changes of RM20.32 million. This was partially offset by increases in trade and other receivables and inventories of RM4.29 million and RM4.63 million respectively, while an increase in trade and other payables of RM4.23 million provided additional operating cash

inflows. Income tax amounting to RM2.42 million was paid based on estimated tax payable, offset by an income tax refund of RM1.28 million due to overpayment in prior years.

Net cash used in investing activities amounted to approximately RM8.48 million mainly due to additions to property, plant and equipment of RM10.03 million and additions to ROU assets of RM0.05 million. These were partially offset by proceeds from disposal of ROU assets of RM0.72 million, interest received of RM0.52 million, and proceeds from disposal of property, plant and equipment of RM0.36 million.

The Group recorded net cash used in financing activities amounting to RM7.75 million due to fixed deposits pledged of RM0.90 million, repayment of bank borrowings of RM5.78 million, repayment of lease liabilities of RM5.73 million, dividend payment of RM0.39 million, and interest paid of RM5.74 million. These were partially offset by a drawdown of bank borrowings amounting to RM10.79 million.



FINANCIAL CONTENTS

18

CORPORATE
GOVERNANCE
REPORT

44

DIRECTOR'S
STATEMENT

49

INDEPENDENT
AUDITOR'S
REPORT

57

CONSOLIDATED
STATEMENT OF
CASH FLOWS

59

NOTE TO THE
FINANCIAL
STATEMENTS

130

STATISTICS OF
SHAREHOLDINGS

132

NOTICE OF
ANNUAL GENERAL
MEETING

141

ADDITIONAL INFORMATION
ON DIRECTOR SEEKING
RE-ELECTION

PROXY FORM

CORPORATE GOVERNANCE REPORT

The Listing Manual Section B: Rules of Catalist (“**Catalist Rules**”) issued by the Singapore Exchange Securities Trading Limited (“**SGX-ST**”) require an issuer to describe in its annual report its corporate governance practices with specific reference to the principles and the provisions of the Code of Corporate Governance 2018 (“**Code**”). An issuer must comply with the principles of the Code. Where an issuer’s practices vary from any provisions of the Code, it must explicitly state, in its annual report, the provision from which it has varied, explain the reasons for variation, and explain how the practices it had adopted are consistent with the intent of the relevant principle.

The Board of Directors (the “**Board**”) and the Management (the “**Management**”) of MeGroup Ltd. (“**MeGroup**” or the “**Company**”) wish to assure its shareholders that they are committed to maintaining a high standard of corporate governance to protect the interests of shareholders, employees and other stakeholders, and to promote investors’ confidence.

In accordance with Rule 710 of the Catalist Rules, this Corporate Governance Report (the “**Report**”) sets out the Company’s corporate governance practices for the financial year ended 31 March 2026 (“**FY2026**”) with specific reference to the principles and the provisions of the Code, which have been adopted based on the Code.

The Company has complied with the principles of the Code. This report sets out the Group’s key corporate governance practices with reference to the Code, where appropriate. Where there are deviations from the provisions of the Code, appropriate explanations have been provided.

The Code is divided into five main sections, namely:

- A. BOARD MATTERS**
- B. REMUNERATION MATTERS**
- C. ACCOUNTABILITY AND AUDIT**
- D. SHAREHOLDER RIGHTS AND ENGAGEMENT**
- E. MANAGING STAKEHOLDERS RELATIONSHIPS**

A. BOARD MATTERS

THE BOARD’S CONDUCT OF AFFAIRS

Principle 1: The Company is headed by an effective Board which is collectively responsible and works with Management for the long-term success of the Company.

The Board’s principal roles include promoting long-term shareholder value, ensuring that the businesses of the Company and its subsidiaries (collectively referred herein as the “**Group**”) are effectively managed and properly conducted by Management and ensuring proper observance of corporate governance practices, which includes setting of code of conduct and ethics, appropriate tone-from-the-top and desired organisational culture, and ensure proper accountability within the Group.

All Directors have the fiduciary duty to act objectively in the best interests of the Company and hold Management accountable for performance. Where the Director faces a conflict or potential conflict of interest, he or she will immediately declare his or her interest at the meeting of the Directors or send a written notice to the Company, setting out the details of his or her interest and the conflict, and recuse himself and herself from discussions and decision involving the issues of conflict.

CORPORATE GOVERNANCE REPORT

In addition to statutory duties and responsibilities, the Board's duties, including the matters to be approved by the Board are set out as follows:

- (a) providing entrepreneurial leadership and setting strategic directions;
- (b) reviewing and approving key business and financial strategies and objectives for the Group;
- (c) reviewing and approving major corporate and/or financial restructuring and/or share issuance;
- (d) reviewing and approving major transactions, including acquisitions, divestments, investments and capital expenditure;
- (e) ensuring internal controls are in place and functional for the Group's continuing operations and enables risks to be assessed and managed;
- (f) overseeing risk management strategies;
- (g) reviewing and approving the annual budget;
- (h) reviewing and approving half yearly and full year annual results announcements;
- (i) reviewing and approving the annual report and audited financial statements;
- (j) reviewing and approving the sustainability report;
- (k) reviewing and providing guidance to the Management of the Company;
- (l) ensuring the adequacy of necessary financial and human resources to meet the Group's objectives;
- (m) establishing and maintaining the Company's values and standards and ensuring obligations to shareholders and others are understood and met;
- (n) approving nominations to the Board and appointments of key management personnel;
- (o) ensuring the Group's compliance with all relevant and applicable laws and regulations;
- (p) assuming responsibility for the corporate governance of the Company; and
- (q) setting the Group's values and standards, which includes, code of conduct and ethics, tone-from-the-top and desired organisational culture.

The Board has set up three committees to assist in the execution of the Board's responsibilities. These committees include the Nominating Committee ("**NC**"), Remuneration Committee ("**RC**") and Audit Committee ("**AC**") (collectively, "**Board Committees**"). Each of the Board Committees carry out its functions within clear written terms of its respective Terms of Reference ("**TOR**"). The NC is tasked to review the effectiveness of the Board, Board Committees as well as each individual Director annually and report its findings to the Board annually.

CORPORATE GOVERNANCE REPORT

The Board's approval is required for all major matters such as corporate restructuring, mergers and acquisitions, investments, acquisitions and disposals of assets, major corporate policies on key areas of operations, the release of the Group's half yearly and full year annual results, interested person transactions of a material nature, and declaration of dividend. All other matters are delegated to Board Committees whose actions are reported to and monitored by the Board. The matters delegated are listed out in the TOR of each Board Committees. The TOR of the respective Board Committees, as well as the other relevant information on the Board Committees can be found in the subsequent sections of this Report.

In the event that a Director is interested in any transactions of the Group, he or she shall be obliged to inform the Board accordingly and abstain from making any recommendations or decisions in relation to that transaction.

Directors' Attendance at Board, Board Committees Meetings and Other Additional Meetings

The Board meets at least two times each year and at other times as and when required. Board Committees meet at certain time periods in accordance with their respective TOR or as and when needed.

Meetings are held in person and by telephone or video conference to enable the widest possible participation by Directors, taking into account those who may be in different geographical locations. The Directors can meet the Management in person or discuss via email, telephone and/or video conference. Where a decision has to be made before a Board meeting or Board Committee's meeting is convened, directors' resolutions in writing are circulated in accordance with the Constitution of the Company and the Directors are also provided with all relevant, adequate and timely information and documents to allow them to make informed decisions and discharge their duties and responsibilities.

The attendance of the Directors at meetings of the Board, each Board Committees and the Annual General Meeting ("AGM") during FY2026 is as follows:

NAME OF DIRECTOR	Board	AC	NC	RC	AGM
Number of Meetings Held	2	2	1	1	1
Number of Meetings Attended					
Wong Keat Yee	2	N.A.	N.A.	N.A.	1
Wong Sai Hou	2	N.A.	N.A.	N.A.	1
Wong Sai Keat	2	N.A.	N.A.	N.A.	1
Chee Teck Kwong Patrick	2	2	1	1	1
Choo Chih Chien Benjamin	2	2	1	1	1
Lai Sou Wei Edmund	2	2	1	1	1
Chong Kwea Seng	2	2	1	1	1

N.A. – Not Applicable

In FY2026, all Directors attended and actively participated in the meetings of the Board and Board Committees of the Company. All Directors, including Directors with multiple board representations had ensured sufficient time and attention were given to the affairs of each company. Other than the formal meetings of the Board and Board Committees, the Board also discussed the Company's affairs regularly through electronic communication and/or informal meetings as and when deemed necessary.

CORPORATE GOVERNANCE REPORT

The Company also has in place orientation programmes for newly appointed Directors to ensure that they are familiar with the Group's structure, the Group's business, and its operations. New Director(s) will be expected to undergo orientation with the Company which includes meeting with the Executive Chairwoman, Chief Executive Officer and/or the Executive Director for an introduction to the business of the Company. A new Director appointed who has no prior experience as a Director of an issuer listed on SGX-ST will undergo mandatory training in his/her roles and responsibilities as prescribed by the SGX-ST to meet the mandatory training requirements under Rule 406(3)(a) and Practice Note 4D of the Catalist Rules, unless the NC is of the view that training is not required because he/she has other relevant experience. No new director was appointed in FY2026.

Mr Wong Sai Hou, being a first-time director appointed to the Board on 30 August 2024 had completed the training in the roles and responsibilities of a director of a listed issuer as prescribed by the SGX-ST within one year of his appointment.

The Company recognises the importance of appropriate training for the Directors, apart from the initial orientation. Directors are updated on amendments/requirements of the Catalist Rules and other statutory and regulatory requirements from time to time, to enable them to discharge their duties effectively, they also kept informed of the relevant laws, regulations and changing commercial risks (including update on the real estate development in Malaysia) from time to time. To keep abreast with changes and developments in rules, regulations and the business environment, the Company encourages its Directors to update themselves on new laws, listing requirements, regulations and changing commercial risks in the industry. The cost of such training will be borne by the Company.

Some key briefings, updates and/or trainings attended by the Directors collectively for FY2026 as follows:

COURSES, CONFERENCES AND SEMINARS NAME
Climate Reporting: Implications for Palm Oil Industry by Deloitte Malaysia
Transfer Pricing 2024 – Evolution or revolution?
Tariffs, Contracts & Risk: What Every Malaysian Exporter & Supplier Must Know Now
Climate First....or Last?
Ethics in Lawyering
SAP Master class #5: ESG Integrity and Misconduct
Inquiry Panel Webinar - Roles and Processes of RC and IC
Business Valuation Disputes
Values of the Legal Profession and Ethical Duties of Lawyers
Interest-based Mediation based on the "The 7 Elements"
Insights to the Review of Financial Statements
Book-keeping for Law Practice Course
ESG & Law: Outlook for 2025
Shaping the Sports Law & ADR Ecosystem in Singapore
Criminal Trial Advocacy Webinar Series (session 1)

The external auditors also briefed the AC members on the developments in accounting standards (where applicable) during AC meetings whilst the Company Secretary periodically updates the Board on any changes in the requirements of the Companies Act 1967 of Singapore ("**Companies Act**"), Catalist Rules and corporate governance in Singapore as well as those pertaining to the roles and responsibilities of a director of a listed company.

In order to ensure that the Board is able to contribute in a meaningful manner during Board and/or Board Committees meetings, the Management provides the members of the Board with relevant background information and documents relating to the items of business to be discussed at each meeting, such as copies of disclosure documents, budgets and forecasts before the scheduled meeting. Key information relating to the Company's operations and finances are also circulated to the Board via email so that the Directors may monitor with ease the Company's performance as well as the Management's fulfilment of goals and objectives set by the Board.

CORPORATE GOVERNANCE REPORT

The Directors are also regularly briefed by the Management of the Company on the business activities of the Company. The Directors are responsible for the Company's strategic directions as well as its corporate practices and are accordingly briefed by the Management of the Company on the day-to-day implementation of such strategic directions and corporate practices.

The Directors have separate and independent access to the Management of the Company, including but not limited to all Executive Directors, the Chief Financial Officer ("CFO") and the Company Secretary.

The Company Secretary attends all meetings of the Board and the Board Committees and prepares the minutes of such meetings. The minutes of such meetings are then circulated to the Board and the Board Committees, as the case may be.

The Company Secretary also advises the Board on governance matters and ensures that the procedures for such meetings are in accordance with the Constitution and TOR and all applicable rules and regulations (including the requirements of the Companies Act and the Catalyst Rules) are complied with. Further to the above, the Company Secretary helps to facilitate communications within the Board and the Board Committees and between Management and the Directors. The appointment and removal of the Company Secretary is a matter for the Board as a whole.

The Company allows Directors to take independent professional advice on matters affecting the Company at the Company's expense. Further to the above, Directors have unrestricted access to the Company's records and information.

BOARD COMPOSITION AND GUIDANCE

Principle 2: The Board has an appropriate level of independence and diversity of thought and background in its composition to enable it to make decisions in the best interests of the Company.

Board of Directors

As at the end of FY2026 and the date of this Report, the Board comprises the following members:

NAME	DESIGNATION
Ms Wong Keat Yee	Executive Chairwoman
Mr Wong Sai Hou	Executive Director and Chief Executive Officer
Mr Wong Sai Keat	Executive Director
Mr Chee Teck Kwong Patrick	Lead Independent Non-Executive Director
Mr Choo Chih Chien Benjamin	Independent Non-Executive Director
Mr Lai Sou Wei Edmund	Independent Non-Executive Director
Mr Chong Kwea Seng	Independent Non-Executive Director

Despite that the Chairperson is not independent, there is a strong and independent element on the Board given that there are four (4) Independent Non-Executive Directors who has formed majority of the Board. Accordingly, the composition of the Board is in compliance with the Code and the Catalyst Rules.

The Board considers an Independent Director as one who has no relationship with the Company, its related corporations, its substantial shareholders or its officers that could interfere, or be reasonably perceived to interfere, with the exercise of the Directors' independent business judgment of the Company's affairs with a view to the best interests of the Company ("Independence").

The Board has taken into account the assessment of the NC on whether a Director is independent in character and judgment and whether there are relationships or circumstances which are likely to affect or could appear to affect the Director's judgment. In assessing the independence of each Director annually, the NC had examined different relationships identified by the Code, the Practice Guidance on the Code and Rule 406(3)(d) of the Catalyst Rules that might impair the Directors' independence and objectivity. Accordingly, the NC had reviewed and determined Mr Chee Teck Kwong Patrick, Mr Choo Chih Chien Benjamin, Mr Lai Sou Wei Edmund and Mr Chong Kwea Seng to be independent. Each of these Directors has also confirmed their Independence.

CORPORATE GOVERNANCE REPORT

There is currently no Independent Non-Executive Director who has served on the Board for more than nine years.

The Independent Non-Executive Directors, led by the Lead Independent Non-Executive Director, are able to meet for confidential discussions on any concerns and to resolve conflicts of interest as and when necessary without the presence of the other Directors. Lead Independent Non-Executive Director would provide any feedback to the Chairperson of the Board as necessary.

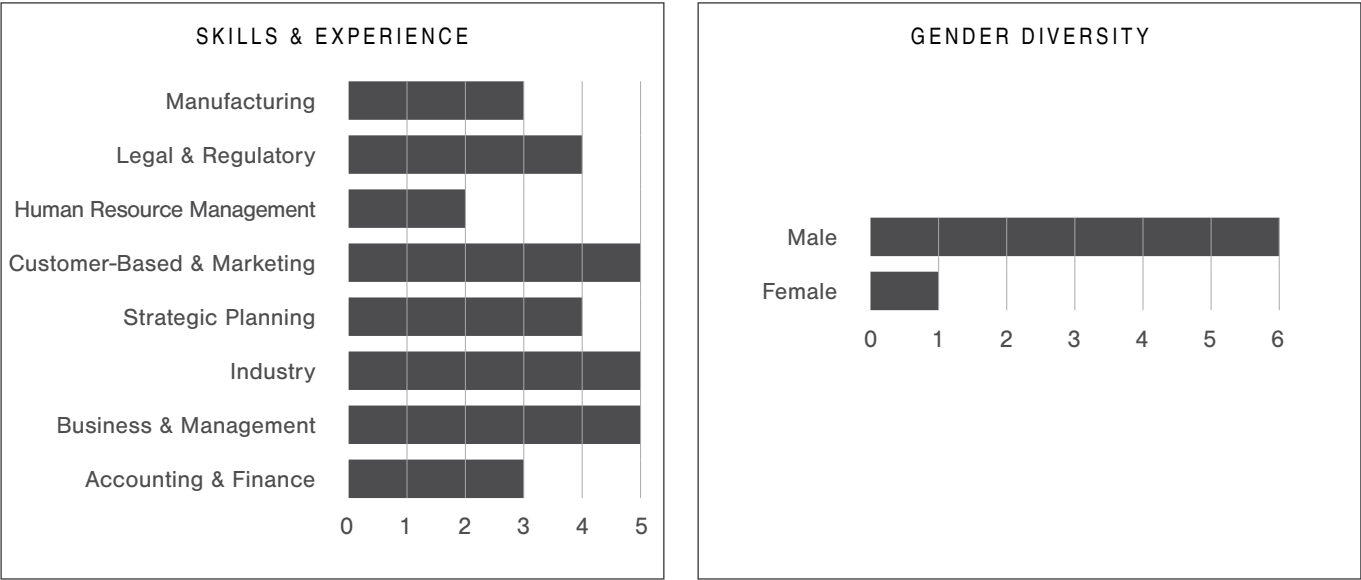
There is no alternate director appointed to the Board as at the date of this Report.

The Company has adopted a Board Diversity Policy. The primary objective of the existing Board Diversity Policy is to ensure that the Board comprise a balanced composition from a number of aspects, including but not limited to the gender, age, educational background, experience, skills, knowledge, independence and length of services (the “**aspects of diversity**”), in order to achieve a sustainable and balanced development.

The Company sees the diversity at the Board level as an essential element in supporting the attainment of its strategic objectives and its sustainable development. While all director appointments will be based on meritocracy, the NC will consider all aspects of diversity to achieve an optimal composition for the Board for the benefits and needs of the Company.

The NC is responsible for setting and maintaining the Board Diversity Policy, including setting of its targets, plans and timelines. The NC and the Board regularly reviews the size and composition of the Board, as well as succession planning, gender diversity and refreshment of the Board based on the current guidelines set under our Board Diversity Policy.

The diversity of the current Board as at the date of this annual report is as follows:



The NC and the Board have established the following diversity targets, plans, and timeline. When identifying potential candidates as director, the Board will prioritize individuals based on the skills, experience, and expertise required to drive the Group’s strategy, business objectives, and focus, whilst the Board will also take into account its gender diversity target.

CORPORATE GOVERNANCE REPORT

DIVERSITY TARGETS

PROGRESS, PLAN & TIMELINE

Ensure appropriate balance, skills, experience and knowledge to drive the Group's strategy, business and focus

In FY2026, the NC and the Board has reviewed the composition of the current Board and the Board Committees based on the aspect of diversity, after taking into account the scope and nature of operations, and the size of the Group, is of the view that the current Board comprises persons, including directors with experience and expertise in corporate finance, legal, financial restructuring, corporate advisory and the relevant industry knowledge, who as a group provide capabilities required for the Board to be effective. To meet the changing challenges in the industry which the Group operates in, such reviews, which include considering factors such as the expertise, skills and perspectives which the Board needs against the existing competencies would be done periodically to ensure that the Board dynamics remain optimal.

To have at least one female representation on Board

The NC and the Board acknowledge the benefits of having gender diversity in offering differing opinion, and target to maintain at least one female director on Board. As of the date of this Report, the Board comprises of six male directors and one female director. In identifying suitable candidates for new appointments to the Board, the NC would ensure that female candidates were included for consideration.

Key information on each Director is set in the Profile of Directors on pages 10 to 12 of the Annual Report.

The NC will continue to review and consider the size and composition of the Board for the proposed renewal process to ensure that the Board has the appropriate mix of core skills and experience commensurate with the nature, size and complexity of the Group's business, its operating environment, and its current and future targets and focus.

CHAIRMAN AND CHIEF EXECUTIVE OFFICER

Principle 3: There is a clear division of responsibilities between the leadership of the Board and Management, and no one individual has unfettered powers of decision-making.

The Company recognizes the principle of a clear division of responsibility between the Chairperson of the Board and the Chief Executive Officer ("CEO"), and no one individual has unfettered powers of decision-making.

Mr Wong Sai Hou is the CEO of the Company, while Ms Wong Keat Yee serves as the Chairperson of the Board. Although Mr Wong Sai Hou and Ms Wong Keat Yee are immediate family members, with Mr Wong Sai Hou being the brother of Ms Wong Keat Yee, there is clear division of responsibilities between the Chairperson of the Board and the CEO, and the roles of the Chairperson of the Board and the CEO are separate. Furthermore, major decisions of the Company and the Group are made in consultation with the Board which comprises a majority of Independent Non-Executive Directors, ensuring an appropriate balance of power and creating increased accountability in both the Board and Management, as well as enabling greater capacity of the Board for independent decision-making, without any concentration of power or influence residing in any individual. The Board believes that there are adequate measures in place against any uneven concentration of power and authority in one individual.

The responsibilities of the Chairperson of the Board include the following:

- (a) leading the Board, ensuring its effectiveness in all aspects of its role, and setting out its agenda;
- (b) ensuring that the Directors receive complete, adequate, accurate, timely and clear information;
- (c) critiquing key proposals by Management before they are presented to the Board;

CORPORATE GOVERNANCE REPORT

- (d) ensuring effective communication with shareholders;
- (e) encouraging constructive relations between the Board and Management;
- (f) facilitating the effective contribution of the Independent Non-Executive Directors towards the Company;
- (g) encouraging constructive relations between the Executive Directors and Independent Non-Executive Directors; and
- (h) promoting high standards of corporate governance.

The responsibilities of the CEO include the overseeing and setting the growth and expansion strategy of the Group's Manufacturing Business and the Dealership Business.

As the Chairperson of the Board is not independent, the Company has appointed Mr Chee Teck Kwong Patrick as the Lead Independent Non-Executive Director to provide leadership in situations where the Chairperson of the Board is conflicted. The Lead Independent Non-Executive Director is available to shareholders of the Company where they have concerns for which contact through normal channels of communications with the Chairperson of the Board and Management are inappropriate or inadequate.

Accordingly, the Board and the NC are of the view that the Board can exercise independent judgement on corporate affairs and that no one individual or group(s) of individuals dominates any decision-making process.

BOARD MEMBERSHIP

Principle 4: The Board has a formal and transparent process for the appointment and re-appointment of directors, taking into account the need for progressive renewal of the Board.

Nominating Committee

The NC comprises four (4) members, all of whom, including the NC Chairman, are Independent Non-Executive Director. The NC is chaired by the Lead Independent Director, and the members of the NC are as follows:

NAME	DESIGNATION
Mr Chee Teck Kwong Patrick (Chairman)	Lead Independent Non-Executive Director
Mr Choo Chih Chien Benjamin	Independent Non-Executive Director
Mr Lai Sou Wei Edmund	Independent Non-Executive Director
Mr Chong Kwea Seng	Independent Non-Executive Director

The NC meets at least once a year in accordance with its TOR and at other times as required.

The responsibilities of the NC include the following:

- (a) making recommendations to the Board on the directors' appointments, including the appointment of alternate directors and re-nominations of existing directors for re-election in accordance with the Constitution, taking into account the director's contribution and performance;
- (b) reviewing and approving any new employment of related persons (related to the Directors, key management personnel or substantial shareholders) and proposed terms of their employment;
- (c) determining annually whether or not a director is independent;

CORPORATE GOVERNANCE REPORT

- (d) in respect of a director who has multiple board representations in various companies, deciding whether or not such director is able to and has been adequately carrying out his/her duties as director, having regard to the competing time commitments that are faced when serving on multiple boards;
- (e) reviewing and approving any new employment of related persons and the proposed terms of their employment;
- (f) reviewing our directors' mix of skills, experience, core competencies and knowledge of the Company and its subsidiaries that our Board requires to function competently and efficiently;
- (g) reviewing succession plans for the Chairperson of the Board, Executive Directors and key management personnel;
- (h) reviewing the training and professional development programs for the Board;
- (i) deciding whether or not a Director of the Company is able to and has been adequately carrying out his duties as a Director;
- (j) developing a process for evaluation of the performance of the Board, its committees and the Directors and propose objective performance criteria, as approved by the Board that allows comparison with its industry peers, and addresses how the Board has enhanced long-term shareholders' value;
- (k) regularly reviewing the Board structure, size and composition having regard to the scope and nature of the operations, the requirements of the business, the diversity of skills, experience, gender, age and knowledge of the Company and the core competencies of the directors as a group. The NC shall make recommendations to the Board with regards to any adjustments that may be deemed necessary;
- (l) determining and recommending to the Board the maximum number of listed company board representations which any director may hold and disclosing this in the Company's annual report;
- (m) deciding how the performance of Board and Board Committees and individual directors are to be evaluated and proposing objective performance criteria, subject to the approval by the Board, which address how the Board has enhanced long term shareholders' value;
- (n) assessing the effectiveness of the Board as a whole, and Board Committees and the contribution of each individual Director to the effectiveness of the Board; and
- (o) review training and professional development programmes for the Board and recommending to the Board comprehensive induction training programmes for new directors.

For the appointment of new Directors, the NC will, in consultation with the Board, examine the existing Board's strength, capabilities and the existing Directors' contribution in terms of skills, knowledge and experience to the Company and the Board. The NC will take into account the future needs of the Company and together with the Board, it will seek candidates who are able to contribute to the Company. The NC seeks candidates widely and beyond persons directly known to the existing Directors. The NC recommends suitable candidates to the Board and if such candidates are appointed, announcements relating to their appointment shall be released via SGXNet. The Board is also advised by the Sponsor on appointment of directors as required under Rule 226(2)(d) of the Catalist Rules.

In the event of cessation of any individuals as Director or executive officer, the Chairman of the NC will conduct exit interviews with the Director or executive officer, as the case may be, and announcements, where required pursuant to the Catalist Rules, relating to such cessation will also be released via SGXNet.

CORPORATE GOVERNANCE REPORT

The Chairman of the NC reports formally to the Board on its proceedings after each meeting on all matters within its duties and responsibilities. Members of the NC comprise persons of stature, integrity and accountability, who are able to exercise independent judgment in the performance of their duties.

The dates of initial appointment and last re-election of each Director as at the end of FY2026 and as at the date of this Report are set out as follows:

NAME OF DIRECTOR	DESIGNATION	DATE OF FIRST APPOINTMENT	DATE OF LAST RE-ELECTION
Ms Wong Keat Yee	Executive Chairwoman	26 September 2018	31 July 2024
Mr Wong Sai Hou	Executive Director and CEO	30 August 2024	28 July 2025
Mr Wong Sai Keat	Executive Director	30 August 2024	28 July 2025
Mr Chee Teck Kwong Patrick	Lead Independent Non-Executive Director	26 September 2018	28 July 2025
Mr Choo Chih Chien Benjamin	Independent Non-Executive Director	26 September 2018	28 July 2025
Mr Lai Sou Wei Edmund	Independent Non-Executive Director	26 September 2018	28 July 2023
Mr Chong Kwea Seng	Independent Non-Executive Director	2 January 2021	31 July 2024

The NC does not currently set a cap on the maximum number of directorships that Directors may hold. Nevertheless, the NC shall meet up at least once a year and review the competing time commitments of Directors serving on multiple boards, if any. The other listed directorships and principal commitments of the Directors are shown in the Profiles of Directors on pages 10 to 12 of the Annual Report.

If a Director is on the board of other companies, the NC shall consider whether adequate time and attention have been devoted to the affairs of the Company. In the event there are sufficient grounds for complaint, the Chairperson of the Board will discuss the issue with the Director, and if necessary, remind him of the consequences of failure to rectify the situation within the period required. Although some of the Board members have multiple board representations and hold other principal commitments, the NC, having reviewed each Director's other listed company directorships and/or principal commitments, where applicable, as well as each Director's attendance and contributions to the Board, is satisfied that sufficient time and attention was given by the Directors to the Company to discharge their responsibilities for the financial year in review. Holistically, the contributions by the Directors during the meetings and attendance at such meetings should also be taken into consideration.

In its selection and appointment of new Directors, the NC receives recommendations from existing Directors and the Company's professional advisors. The NC will conduct interviews with the potential new Director before recommending their appointments to the Board for approval.

The Company's Constitution provide for the retirement and re-election of Directors at every AGM. All Directors are to submit themselves for re-nomination and re-election at least once every three years; and at least one-third of the Directors to retire from office by rotation. New Directors appointed during the year are subject to retirement and re-election at the forthcoming AGM of the Company. The NC is responsible for the nomination of retiring Directors for re-election.

In determining the nomination of a Director for re-election, the NC takes into account the composition and progressive renewal of the Board, and the competency, performance and contribution of the Director including his attendance, preparedness and participation at Board and Board Committees meetings. A Director's time and effort accorded to the Company's business and affairs will also be considered.

CORPORATE GOVERNANCE REPORT

Pursuant to Regulation 94 of the Company's Constitution, at each AGM one-third of the Directors for the time being (or, if their number is not a multiple of three, the number nearest to but not less than one-third), selected in accordance with Regulation 95, shall retire from office by rotation. Regulation 95 of the Company's Constitution provides that the Directors to retire in every year shall be those subject to retirement by rotation who have been longest in office since their last re-election or appointment and so that as between persons who became or were last re-elected Directors on the same day as those to retire shall (unless they otherwise agree among themselves) be determined by lot. A retiring Director shall be eligible for re-election.

Accordingly, the following Directors are due for retirement pursuant to Regulation 94 of the Company's Constitution and subject to re-election at the forthcoming AGM of the Company:

- Ms Wong Keat Yee;
- Mr Lai Sou Wei Edmund; and
- Mr Chong Kwea Seng.

(collectively, the **"Retiring Directors"**).

It was noted that Retiring Directors have given their consent to stand for re-election as Directors of the Company at the forthcoming AGM. The NC and the Board has recommended that the Retiring Directors, whom shall be retiring pursuant to Regulation 94 of the Company's Constitution at the forthcoming AGM, to be re-elected.

The relevant details of directorships of the Retiring Directors pursuant to Rule 720(5) of the Catalyst Rules (as set out in Appendix 7F to the Catalyst Rules) are shown in the Additional Information on Directors Seeking Re-election on pages 141 to 150 of this Report.

BOARD PERFORMANCE

Principle 5: The Board undertakes a formal annual assessment of its effectiveness as a whole, and that of each of its Board Committees and individual directors.

In assessing the performance and effectiveness of the Directors in fulfilling their duties, the NC takes into account, among other factors, the Director's qualifications in relation to general commercial knowledge, specific industry experience, political and social knowledge of the countries in which the Group operates in, attendance at Board or Board Committees meetings in person or via teleconference, availability at all reasonable times and the degree of participation at Board and Board Committees meetings, quality of interventions or difference of opinion expressed, and any special contributions.

The NC also considers whether the Director has a reasonable understanding of the Company's business and the industry, the Director's working relationship with the other members of the Board, as well as feedback from other Directors.

In assessing the performance and effectiveness of the Board and its Committees, the NC takes into account, among other factors, the Board Committees' and the Board's ability to work with the senior management of the Company, the discussions and due deliberations of the Board Committees and the Board, and whether objectives and targets set at the commencement of the relevant financial years have been met.

After evaluation, the NC considered the performance and effectiveness of each individual Director and the Board as a whole, to be satisfactory. The Board as a whole considered the performance of the NC to be satisfactory. For the avoidance of doubt, each member of the NC abstains from voting on any resolution in respect of the assessment of his performance or re-nomination as Director.

Reviews of each individual Board member's performance and effectiveness, as well as the performance and effectiveness of the Board Committees and the Board are undertaken on a continuous basis by the NC with inputs from the various Board members.

CORPORATE GOVERNANCE REPORT

For FY2026, all Directors were requested to complete the Board Performance Evaluation Questionnaire and Individual Director Self-Assessment Form. In addition, each member of the Board Committees was requested to complete the respective Board Committees' Performance Evaluation Questionnaire. All the completed evaluation questionnaire and forms were forwarded to the Company Secretary for collation of results. The summary of findings of the Board Performance Evaluation, each Board Committees Performance Evaluation and Individual Director Self-Assessment were presented to the NC and the Board for review and deliberation. The Chairman of the NC confers with the Chairperson of the Board on the findings and appropriate follow-up actions are taken as necessary.

Board Evaluation Process

The evaluation serves to assess the effectiveness of the Board as a whole on the following parameters:

- (a) Board composition;
- (b) Board conduct of affairs;
- (c) Internal controls and risk management;
- (d) Board accountability;
- (e) CEO; and
- (f) Standards of conduct.

Board Committees Evaluation Process

The evaluation serves to assess the effectiveness of the Board Committees on the following parameters:

Audit Committee

- (a) Membership and appointments;
- (b) Meetings;
- (c) Training and resources;
- (d) Financial reporting;
- (e) Internal controls and risk management systems;
- (f) Internal audit process;
- (g) External audit process;
- (h) Whistle-blowing;
- (i) Relationship with the Board;
- (j) Standards of conduct; and
- (k) Communication with shareholders.

Nominating Committee

- (a) Membership and appointments;
- (b) Meetings;
- (c) Training and resources;
- (d) Reporting;
- (e) Process for selection and appointment of new Directors;
- (f) Board diversity;
- (g) Nomination of Directors for re-election;
- (h) Independence of Directors;
- (i) Board performance evaluation;
- (j) Succession planning;
- (k) Director who has multiple board representations;

CORPORATE GOVERNANCE REPORT

- (l) Standards of conduct; and
- (m) Communication with shareholders.

Remuneration Committee

- (a) Membership and appointments;
- (b) Meetings;
- (c) Training and resources;
- (d) Remuneration framework;
- (e) Reporting;
- (f) Standards of conduct; and
- (g) Communication with shareholders.

Based on the summary of findings of the evaluation for FY2026 together with the feedback and recommendations from each Director, the NC was satisfied that the Board as a whole, each Board Committee and each individual Directors had met their performance objective in FY2026.

Renewals or replacements of Directors do not necessarily reflect their contributions to date but may be driven by the need to position and shape the Board in line with the medium-term needs of the Company and its business.

No external facilitator was engaged to conduct the annual reviews for FY2026. The NC has full authority to engage external facilitator to assist the NC to carry out the evaluation process, if the need arises.

B. REMUNERATION MATTERS

PROCEDURES FOR DEVELOPING REMUNERATION POLICIES

Principle 6: The Board has a formal and transparent procedure for developing policies on director and executive remuneration, and for fixing the remuneration packages of individual directors and key management personnel. No director is involved in deciding his or her own remuneration.

LEVEL AND MIX OF REMUNERATION

Principle 7: The level and structure of remuneration of the Board and key management personnel are appropriate and proportionate to the sustained performance and value creation of the Company, taking into account the strategic objectives of the Company.

DISCLOSURE ON REMUNERATION

Principle 8: The Company is transparent on its remuneration policies, level and mix of remuneration, the procedure for setting remuneration, and the relationships between remuneration, performance and value creation.

CORPORATE GOVERNANCE REPORT

Remuneration Committee

The RC comprises four (4) members, all of whom, including the RC Chairman, are Independent Non-Executive Director. The members of the RC are as follows:

NAME	DESIGNATION
Mr Choo Chih Chien Benjamin (Chairman)	Independent Non-Executive Director
Mr Chee Teck Kwong Patrick	Lead Independent Non-Executive Director
Mr Lai Sou Wei Edmund	Independent Non-Executive Director
Mr Chong Kwea Seng	Independent Non-Executive Director

The RC is governed by its own TOR and its primary function is to advise the Board on compensation issues. In particular, in relation to the Directors and key management personnel, the RC bears in mind that a meaningful portion of their compensation should be contingent upon the financial performance of the Company, in order to foster the creation of long-term shareholder value.

The RC's responsibilities include the following:

- (i) To review and submit its recommendations for endorsement by the entire Board, a general framework of remuneration for the Board, the specific remuneration packages and terms of employment (where applicable) for each director, the CEO and key management personnel;
- (ii) To review the remuneration of key management personnel and employees related to the Directors, CEO or substantial shareholders, if any, to ensure that their remuneration packages are in line with staff remuneration guidelines and commensurate with their respective job scopes and level of responsibilities. Any bonuses, pay increases and/or promotions for these related employees will also be subject to the review and approval of RC;
- (iii) To review and submit its recommendations for endorsement by the entire Board, share-based incentives or awards or any long term incentive schemes which may be set up from time to time, in particular to review whether directors and key management personnel should be eligible for such schemes and also to evaluate the costs and benefits of such schemes and to do all acts necessary in connection therewith;
- (iv) To function as the committee referred to in the MeGroup Ltd., Performance Share Plan (“**MeGroup PSP**”) and Employee Share Option Scheme (“**MeGroup ESOS**”) and shall have all the powers as set out in the MeGroup PSP and MeGroup ESOS;
- (v) To carry out its duties in the manner that it deems expedient, subject always to any regulations or restrictions that may be imposed upon the RC by the Board of Directors from time to time; and
- (vi) To ensure that all aspects of remuneration including but not limited to directors' fees, salaries, allowances, bonuses, options, share-based incentives and awards and benefits-in-kind are covered.

The RC meets at least once a year and at other times as required, in accordance with its TOR. The Chairman of the RC reports formally to the Board on its proceedings after each meeting on all matters within its duties and responsibilities.

The Management, together with the RC, recommends the compensation for Independent Non-Executive Directors, taking into account factors such as time spent and the responsibilities of the Directors, the current market circumstances, long-term interest and risk policies of the Company, and the need to attract directors of experience and standing. The Independent Non-Executive Directors' fees are compared against market standards to ensure that they are in line with market norms and to ensure that their independence are not compromised.

CORPORATE GOVERNANCE REPORT

The members of the RC do not participate in any decisions concerning their own remuneration. Payment of Directors' fees is subject to shareholders' approval at the AGM. The RC and the Board are of the view that the fees of the current Independent Non-Executive Directors are adequate and not excessive.

The RC administers the MeGroup ESOS and the MeGroup PSP. The performance related elements of remuneration are designed to align the interests of Directors, Management and staff with those of shareholders and to link their rewards to corporate and individual performance. Details of the MeGroup ESOS and the MeGroup PSP can be found on pages 45 to 47 of the Annual Report in the Directors' Statement. The Company had not granted share options and awards to any employees and Directors under the MeGroup ESOS and the MeGroup PSP during FY2026.

Independent Non-Executive Directors receive basic Directors' fees and additional fees for serving as a Board Committees Chairman. Executive Directors do not receive Directors' fees. A long-term incentive scheme for Directors, Management and staff includes MeGroup ESOS and MeGroup PSP.

A total directors' fees of S\$150,000.00 for FY2026 payable to Independent Non-Executive Directors will be recommended to shareholders for approval at the forthcoming AGM. The actual directors' fees paid out will be disclosed in the Company's Annual Report in the relevant financial year.

The Management, together with the RC, determines and recommends to the Board the compensation package of the Executive Directors, taking into account their experience and knowledge as well as the existing circumstances in the employment market. The Company does not use contractual provisions to allow the Company to reclaim incentive components of remunerations from Executive Directors and key management personnel in exceptional circumstances of misstatement of financial results or misconduct resulting in financial loss to the Company. The Executive Directors owe a fiduciary duty to the Company. The Company should be able to avail itself to remedies against the Executive Directors in the event of such breach of fiduciary duties. The RC will review such contractual provisions as and when necessary.

The RC ensures that the remuneration packages for the Executive Directors and key management personnel are fair and is appropriate to attract, retain and motivate the Directors to provide good stewardship of the Company and key management personnel to successfully manage the company for the long term. The RC's recommendations are submitted to the entire Board for endorsement.

Each member of the RC shall abstain from voting on any resolutions and making any recommendations and/or participating in any deliberations of the RC in respect of his remuneration packages.

With regard to the remuneration of other key management personnel, the RC, together with the Management, reviews proposals which are made by the Executive Directors. The remuneration policy for the key management personnel takes into consideration the Company's performance, long-term interest and risk policies, as well as the responsibilities and performance of individual key management personnel. The latter is measured by goals and objectives set for each key management executive in congruence with the Company's overall goals and objectives.

The NC and the RC have reviewed the terms of the service agreements for the Executive Directors and they are of the view that the Executive Directors have service agreements which include fair and reasonable terms for termination under appropriate notice and these service agreements are in line with market practices and are not overly generous. The Company has not engaged any remuneration consultants for FY2026 and will continue to monitor the need to engage external remuneration consultants going forward and where applicable, will review the independence of the external firm before any engagement.

CORPORATE GOVERNANCE REPORT

The relevant details of the Directors' and key management personnel's remuneration for FY2026 are set out below. Disclosure of the Directors' and key management personnel's remuneration is also made in [Note 30 (b)] to the financial statements.

DIRECTORS	TOTAL REMUNERATION	FEE %	SALARY %	BONUS %	*OTHER BENEFITS %
Ms Wong Keat Yee	S\$204,388	–	71	15	14
Mr Wong Sai Hou	S\$319,296	–	74	9	17
Mr Wong Sai Keat	S\$210,445	–	71	15	14
Mr Chee Teck Kwong Patrick	S\$45,000	100	–	–	–
Mr Choo Chih Chien Benjamin	S\$45,000	100	–	–	–
Mr Lai Sou Wei Edmund	S\$25,000	100	–	–	–
Mr Chong Kwea Seng	S\$35,000	100	–	–	–

* Other benefits include Directors' allowance and employer's contribution to defined contribution plan.

The Company only has three key management personnel (who are not the Company's directors or CEO) within the Group, they are Mr Wong Cheong Chee (Group Senior Advisor), Mr Abdul Razak Bin Montel (Head of Sales, Manufacturing) and Mr Cheah Yao Jian Felix (CFO).

KEY MANAGEMENT PERSONNEL	TOTAL REMUNERATION %	SALARY %	BONUS %	*OTHER BENEFITS %
S\$250,001 to S\$500,000				
Mr Wong Cheong Chee	100	74	15	11
Mr Abdul Razak Bin Montel	100	73	15	12
Below S\$250,000				
Mr Cheah Yao Jian Felix	100	71	18	11

* Other benefits include allowance and employer's contribution to defined contribution plan.

The total remuneration paid to the top three key management personnel (who are not the Company's Directors or CEO) in FY2026 was S\$755,668.

The Board confirms that the remuneration paid to the Executive Directors and key management personnel of the Group is based, inter alia, on the prevailing market forces, their qualification and expertise and their contribution to the Group.

Mdm Lee Soh Hong, being the Substantial Shareholder of the Company is the mother of, and Mr Lee Khoon Chuan, being the Substantial Shareholder of the Company is the cousin of the Executive Directors, Ms Wong Keat Yee, Mr Wong Sai Hou and Mr Wong Sai Keat. The relevant details of remuneration of Ms Wong Keat Yee, Mr Wong Sai Hou and Mr Wong Sai Keat are disclosed above.

Mr Wong Cheong Chee is the spouse of the substantial shareholder, Mdm Lee Soh Hong, and the father of the Executive Directors, Mr Wong Sai Hou, Ms Wong Keat Yee and Mr Wong Sai Keat. Mr Wong Cheong Chee is appointed as the Group Senior Advisor following his retirement as the Executive Director and the Board Chairman on 30 August 2024. His remuneration for FY2026 was in band of S\$300,000 to S\$400,000.

Save as disclosed, none of the employees in the Company or any of its principal subsidiaries whose remuneration exceeds S\$100,000 during FY2026 is a substantial shareholder or an immediate family member of a Director, the CEO or a substantial shareholder of the Company or any of its principal subsidiaries.

For the purpose of Rule 704(10) of the Catalist Rules, the Company hereby confirms that there are no persons occupying managerial positions who are related to Director, CEO or substantial shareholders of the Company except for the above-mentioned family relationship.

CORPORATE GOVERNANCE REPORT

C. ACCOUNTABILITY AND AUDIT

RISK MANAGEMENT AND INTERNAL CONTROLS

Principle 9: The Board is responsible for the governance of risk and ensures that Management maintains a sound system of risk management and internal controls, to safeguard the interests of the Company and its shareholders.

The Board acknowledges that it is responsible for the overall risk management and internal control framework but also recognises that all risk management and internal control systems contain inherent limitations and that no cost-effective internal control system will preclude all errors and irregularities, as a system is designed to manage rather than eliminate the risks of failure to achieve business objectives, and can only provide reasonable but not absolute assurance against misstatements or losses.

The Board and AC review regularly the adequacy and effectiveness of the Group's risk management and internal control systems, including but not limited to financial, operational, compliance and information technology controls. In particular, the Company has adopted a Whistle-Blowing Policy to ensure that there are no irregularities in the Company's business dealings and that there is a system of integrity and reliability.

The Board has received assurance from the Executive Director & CEO and the CFO that the financial records of the Group for FY2026 have been properly maintained and the financial statements give a true and fair view of the Group's operations and finances.

In addition, the Executive Director & CEO and the key management personnel who are responsible have given assurance to the Board that the risk management and internal control systems are adequate and effective in addressing the financial, operational, compliance and information technology risks.

The Board has reviewed and evaluated the adequacy and effectiveness of the Company's system of risk management and internal controls and work procedures and processes. Internal controls have been put in place to safeguard the shareholders' investment and the Company's assets, and to ensure that the Company's financial statements give a true and fair view of the Company's operations and finances.

Taking into account the Company's corporate structure and scope of operations and based on the internal controls established and maintained by the Group, works performed by the external and internal auditors, and reviews performed by Management, the Board, with the concurrence of the AC, is of the opinion that the Company's internal controls, addressing financial, operations, compliance and information technology risks, and risk management systems were adequate and effective as at 31 March 2026.

AUDIT COMMITTEE

Principle 10: The Board has an Audit Committee which discharges its duties objectively.

To ensure that corporate governance is effectively practiced, the current Directors have established self-regulatory and monitoring mechanisms, including the establishment of the AC.

The AC comprises four (4) members, all of whom, including the AC Chairman, are Independent Non-Executive Director. The members of the AC are as follows:

NAME	DESIGNATION
Mr Lai Sou Wei Edmund (Chairman)	Independent Non-Executive Director
Mr Chee Teck Kwong Patrick	Lead Independent Non-Executive Director
Mr Choo Chih Chien Benjamin	Independent Non-Executive Director
Mr Chong Kwea Seng	Independent Non-Executive Director

CORPORATE GOVERNANCE REPORT

The roles and responsibilities of the AC are established in accordance with the Code. The TOR provides for a minimum of two meetings a year, and at such other times as required.

The AC's primary function is to assist the Board by fulfilling its responsibilities relating to corporate accounting and auditing reporting practices of the Company, the quality and integrity of the financial reports of the Company, and the Company's system of internal controls regarding finance, accounting, legal compliance and ethics as established by the management and the Board.

All members of the AC have experience in relevant accounting or related financial management expertise or experience. The Board is of the view that the AC members, having accounting and related financial management expertise and experience, are appropriately qualified to discharge their responsibilities. None of the AC members are former partners or directors of the Company's existing audit firm (a) within a period of two years commencing on the date of their ceasing to be a partner of the audit firm and (b) for as long as they have any financial interest in the auditing firm.

The responsibilities of the AC include the following:

- (i) To assist the Board in the discharge of its responsibilities on financial and reporting matters;
- (ii) To review with the internal and external auditors:
 - a) the audit plans, including the nature and scope of the audit before the audit commences;
 - b) their evaluation of the system of internal accounting controls;
 - c) their management letter and Management's response;
 - d) results of audits compiled by internal and external auditors; and
 - e) their audit report;
- (iii) To review the half-year and annual financial statements and results announcements to ensure integrity of the said financial statements before submission to the Board for approval, focusing in particular, on:
 - a) changes in accounting policies and practices;
 - b) major risk areas;
 - c) significant adjustments resulting from the audit;
 - d) the going concern statement;
 - e) compliance with financial reporting standards;
 - f) compliance with the Catalist Rules and any other statutory/regulatory requirements; and
 - g) significant financial reporting issues and judgements;
- (iv) To review any formal announcements relating to the Company's financial performance;
- (v) To review, at least annually, the effectiveness and adequacy of internal control and procedures, including accounting and financial controls and procedures and ensure coordination between internal and external auditors, and Management, reviewing the assistance given by Management to the independent and reporting auditor, and discuss problems and concerns, if any, arising from the interim and final audits, and any matters which the independent and reporting auditor may wish to discuss (in the absence of Management where necessary);
- (vi) To review the scope and results of the external audit, and the independence and objectivity of the external auditors;
- (vii) To review and discuss with the external auditors any suspected fraud or irregularity, or suspected infringement of any relevant laws, rules or regulations, which has or is likely to have a material impact on the Group's operating results or financial position, and Management's response;

CORPORATE GOVERNANCE REPORT

- (viii) To make recommendations to the Board on the proposals to the Shareholders on the appointment, re-appointment and removal of the external auditors, and approving the remuneration and terms of engagement of the external auditors;
- (ix) To consider the appointment and re-appointment of internal auditors, the level of their remuneration and matters relating to the resignation or dismissal of the internal auditors, and review with the internal auditors the internal audit plans and their evaluation of the adequacy of internal system accounting controls and accounting system before submitting the results of such review to the Board for approval prior to the incorporation of such results in annual report (where necessary);
- (x) To review significant financial reporting issues and judgements with CFO and the external auditors so as to ensure the integrity of the financial statements of Group and any formal announcements relating to the Group's financial performance before their submission to the Board;
- (xi) To review all interested person transactions (either individually or as part of a series or if aggregated with other transactions involving the same Interested Person during the same financial year) every quarter and approving all interested person transactions (either individually or as part of a series or if aggregated with other transactions involving the same Interested Person during the same financial year) equal to or exceeding 3.0% of the value of the latest audited NTA of the Group, prior to such transactions being entered into, and monitoring the procedures established to regulate interested person transactions, including ensuring compliance with the Company's internal control system and the relevant provisions of the Catalist Rules, as well as all conflicts of interest to ensure that proper measures to mitigate such conflicts of interest have been put in place;
- (xii) To review and approve any future variation or amendment or renewal of the terms of the Corporate Services Agreement;
- (xiii) To review and report to the Board at least annually the adequacy and effectiveness of the Group's material internal controls with CEO, CFO and the internal and external auditors, including financial, operation, compliance and information technology controls via reviews carried out by the internal auditors;
- (xiv) To review the assistance and co-operation given by the Company's officers to the internal and external auditors;
- (xv) To review and approve transactions falling within the scope of Chapter 9 and Chapter 10 of the Catalist Rules (if any);
- (xvi) To review any potential conflicts of interest;
- (xvii) To review and approve all hedging policies and instruments (if any) to be implemented by the Group;
- (xviii) To review key financial risk areas, with a view to providing an independent oversight on the Group's financial reporting the outcome of such review to be disclosed in the annual reports or, if the findings are material, immediately announced via SGXNet;
- (xix) To review arrangements by which staff may, in confidence, raise concerns about possible improprieties in matters of financial reporting and to ensure that arrangements are in place for the independent investigations of such matters and for appropriate follow-up;
- (xx) To review and establish procedures for receipt, retention and treatment of complaints received by the Group, amongst others, criminal offences involving the Group or its employees, questionable accounting, auditing, business, safety or other matters that impact negatively on the Group;
- (xxi) To ensure co-ordination where more than one audit firm is involved;
- (xxii) To meet with the external auditors and with the internal auditors without the presence of Management, at least annually, to discuss any problems and concerns they may have;

CORPORATE GOVERNANCE REPORT

- (xxiii) To approve the hiring, removal, evaluation and compensation of the head of the internal audit function, or the accounting firm/auditing firm or corporation to which the internal audit function is outsourced. To ensure that the internal audit function is staffed with persons with the relevant qualification and experience and that they carry out their functions according to the standards set by nationally or internationally recognised professional bodies;
- (xxiv) To review the internal audit program and the adequacy, effectiveness and independence of the Company's internal audit function, as well as to ensure co-ordination between the internal and external auditors and Management;
- (xxv) To oversee and advise the Board in formulating its risks policies to effectively identify and manage the Company's current (and future) risks in its financial, operational, compliance and information technology systems and all strategic transactions to be undertaken by the Company;
- (xxvi) To oversee design and implementation of the overall risk management systems and internal control systems (including financial, operational, compliance and information technology controls);
- (xxvii) To review the assurance from the CEO and the CFO on the financial records;
- (xxviii) To commission and review the findings of internal investigations into matters where there is any suspected fraud or irregularity, or failure of internal controls or suspected infringement of any law, rule or regulation of the jurisdictions in which Group operates, which has or is likely to have a material impact on the Company's operating results and/or financial position; and
- (xxix) To undertake such other reviews and projects as may be requested by the Board and report to the Board its findings from time to time on matters arising and requiring the attention of AC.

The Chairman of the AC reports formally to the Board on its proceedings after each meeting on all matters within its duties and responsibilities.

Whistle-Blowing Policy

The Group is committed to the highest possible standards of ethical, moral and legal business conduct. The Group intends to promote consistent organizational behavior by providing guidelines and assigning responsibilities for the development of controls and conduct of investigations. The Company has put in place a Whistle-Blowing Policy ("**Whistle-Blowing Policy**"), with the whistle-blowing arrangements in place which employees or outside parties may, in confidence, raise concerns about possible improprieties and obstructive within the Group to the members of the AC directly. The objective is to ensure that arrangements are in place for independent investigations of such matters and for appropriate follow-up action to be taken. Copies of the Whistle-Blowing Policy have been circulated to the employees and are also available at the Company's website.

The Whistle-Blowing Policy defines the processes clearly to ensure confidentiality of identity of the whistle-blower, and independent investigation of such matters and permits the person who has reported a suspicion of fraudulent activities or malpractices in good faith ("**whistle-blower**") to report directly to the Chairman of the AC by email to whistleblowing@me-grp.com.

The Whistle-Blowing Policy is intended to encourage the reporting of such matters in good faith and without malice. Every effort will be made to protect the whistle-blower. The Company safeguards confidentiality to the extent reasonably practicable and limits disclosure of the whistle-blower's identity to authorised personnel strictly on a need-to-know basis. All Whistle-blowing reports are treated seriously and are independently assessed and investigated in a fair and objective manner. Any substantiated acts of retaliation or detrimental treatment against a whistle-blower will not be tolerated and may result in appropriate disciplinary action, as it deems appropriate.

CORPORATE GOVERNANCE REPORT

The AC shall designate an independent function to investigate the Whistle-blowing reports made in good faith. Such function shall operate with appropriate independence, objectivity, and authority to ensure that all reports are assessed fairly, promptly, and without undue influence from management or any implicated party. The AC may conduct its own investigation or review, instruct the Internal Auditors and/or engage third parties to conduct further investigation or review, instruct relevant management and/or engage third parties to take remedial action as deem appropriate, and/or any other action as AC may determine in the best interest of the Group.

The AC is in charge of overseeing the function, monitoring and handling of matters being reported through the Whistle-blowing system. The AC reports to the Board on such matters at the Board meetings, or as and when necessary.

External Auditor

The Company's external auditor, CLA Global TS Public Accounting Corporation ("**CLA Global TS**") is an audit firm registered with the Singapore Accounting and Corporate Regulatory Authority.

The audit of the accounts of the Company's subsidiaries in Singapore were performed by CLA Global TS and the audit of the accounts of the Company's subsidiaries in Malaysia were performed by Morison LC PLT, Malaysia. The AC and the Board confirmed that they are satisfied that the appointment of different auditors would not compromise the standard and effectiveness of the audit of the consolidated financial statements. The Company has therefore acted in compliance with Rule 712 and Rule 715 of the Catalist Rules.

The AC has reviewed the fees for the non-audit services provided to the Company by the external auditors. In accordance with Rule 1204(6) of the Catalist Rules, the non-audit fees and audit fees paid to CLA Global TS for their services rendered in FY2026 are S\$27,000 and S\$70,000, respectively. The non-audit fee was for the tax compliance and sustainability reporting services rendered by CLA Global TS.

The AC reviewed the independence and objectivity of the external auditors as required under Section 206(1A) of the Companies Act and determined that the external auditor was independent in carrying out their audit of the Group's financial statements. Having reviewed the non-audit services provided by CLA Global TS, the AC is satisfied that the nature and extent of such services would not affect the independence and objectivity of the external auditors.

None of the members of the AC are a partner or director of CLA Global TS or any other auditing firm or auditing corporation. The AC had also reviewed the scope and quality of the external auditor's work before recommending the external auditors to the Board for re-appointment.

After taking into account the resources and experience of CLA Global TS and the audit engagement partner assigned to the audit, CLA Global TS's other audit engagements, the size and complexity of the audit as well as the number and experience of the staff assigned by CLA Global TS for the audit, the AC is of the view that CLA Global TS is able to meet its audit obligations. Together with the Board, the AC recommends the re-appointment of CLA Global TS at the forthcoming AGM.

The external auditors briefs the AC members on the developments in accounting standards (where applicable) during AC meetings to keep the AC members abreast of changes to the accounting standards and issues which have a direct impact on financial statements. The AC has full access to the external auditors and internal auditors without the presence of Management and is authorised to have full and unrestricted access to Management and all personnel, records, operations, properties, and other informational sources of the Company as required or desirable to properly discharge its responsibilities.

The AC has met with the external auditors and internal auditors without the presence of management for discussion on the audits for FY2026. The AC has full discretion to invite any Director or executive officer to its meetings and has the authority to conduct or authorise investigations into any matters within its scope of responsibilities.

CORPORATE GOVERNANCE REPORT

The AC and Management also review the Company's operational activities on an on-going basis to identify areas of material risks. The AC together with the Management and the internal and external auditors will table all control issues and review the appropriate measures being recommended to mitigate areas of weaknesses highlighted to the Board during its half yearly meetings.

Internal Auditor

The Company has engaged Wensen Consulting (M) Sdn Bhd ("**Wensen**"), a suitably appointed qualified firm of accountants which meets the standards set by internationally recognised professional bodies including the Standards for the Professional Practice of Internal Auditing set by the Institute of Internal Auditors, to conduct an internal audit of the Company as well as to implement enterprise risk management ("**ERM**") initiatives within the Group to assist in determining whether the Group's checks and balances and control systems are adequate.

The Board formalized and approved an ERM Framework. This risk framework has four principal risk categories, namely strategic, financial, operational and compliance risks.

The Group's risk management framework is aligned with the Committee of Sponsoring Organizations of the Treadway Commission (COSO) Internal Controls Integrated Framework.

The identification and management of risks are delegated to management, who assumes ownership and day-to-day management of these risks. Management is responsible for the effective implementation of risk management strategy, policies and processes to facilitate the achievement of business plans and goals within the risk tolerance established by the Board. Key business risks are proactively identified, addressed and reviewed on an ongoing basis.

Wensen has unfettered access to all the Company's documents, records, properties and personnel, including access to the AC. Wensen reports directly to the AC and provides reports to AC on a timely basis.

The AC is of the view that the Internal Audit function is independent, effective and adequately resourced to perform its functions, is independent from the activities that it audits and has appropriate standing within the Group, and effective. In assessing the engagement of Wensen for the Internal Audit function, the AC ensured that the Internal Audit function is staffed with qualified and experienced personnel.

Wensen's internal audit function is headed by an Executive Director of Wensen, who is assisted by an audit team comprising of the Engagement Director, Managers and Consultants. The Executive Director, is a Chartered Member, Institute of Internal Auditors Malaysia (CIIAM), Practicing Member of the Institute of Singapore Chartered Accountants (ISCA), a member of the Malaysian Institute of Accountants (MIA) and a Fellow Member of the Association of Chartered Certified Accountants (FCCA), with more than 20 years of experience in auditing while other team members are accounting graduates with a minimum qualification of a degree obtained from overseas and/or local universities.

The scope of the internal audit covers key aspects of the Group's internal controls established to address financial, operational, compliance and information technology risks. The internal auditor's activities are guided by Wensen's internal auditing methodology which is in line with the Standards for the Professional Practice of Internal Auditing set by The Institute of Internal Auditors.

At present, the Board relies on external audit reports and management letters prepared by the external auditors, Wensen's internal audit findings and ERM report on any material non-compliance or internal control weaknesses.

The AC has also set in place certain internal controls (for example, setting procedures for interested person transactions), risk management practices and sustainability practices, taking into consideration the risks which the Group is exposed to, the likelihood of occurrence of such risks, the costs of implementing the corresponding controls and the environmental and social interactions within the communities in which the issuers operate.

CORPORATE GOVERNANCE REPORT

The Company may engage an external consultant to assist on the implementation of sustainability practices throughout the Group to assess and disclose the economic, environmental, social and governance (“ESG”) aspects of the Group’s performance and also to determine whether the Company conducts its business responsibly, particularly the ESG aspects.

The Group has considered sustainability as part of its strategic formulation and determined the material ESG factors most applicable to the Group. The Board oversees the management and monitoring of these factors, through internal reviews of the Group’s sustainability performance. More details can be found in the Sustainability Report for FY2026 announced on the SGXNet.

In the review of the Group’s financial statements, the AC had discussed with the Management on the accounting principles that were applied and considered the clarity of key disclosures in the financial statements.

D. SHAREHOLDER RIGHTS AND ENGAGEMENT

SHAREHOLDER RIGHTS AND CONDUCT OF GENERAL MEETINGS

Principle 11: The Company treats all shareholders fairly and equitably in order to enable them to exercise shareholders’ rights and have the opportunity to communicate their views on matters affecting the Company. The Company gives shareholders a balanced and understandable assessment of its performance, position and prospects.

ENGAGEMENT WITH SHAREHOLDERS

Principle 12: The Company communicates regularly with its shareholders and facilitates the participation of shareholders during general meetings and other dialogues to allow shareholders to communicate their views on various matters affecting the Company.

E. MANAGING STAKEHOLDERS RELATIONSHIPS

ENGAGEMENT WITH STAKEHOLDERS

Principle 13: The Board adopts an inclusive approach by considering and balancing the needs and interests of material stakeholders, as part of its overall responsibility to ensure that the best interests of the Company are served.

The Company recognises the importance of treating all shareholders fairly and equitably, as well as the responsibility to facilitate the exercise of shareholders’ rights, and have the opportunity to communicate their views on matters affecting the company. Information is communicated to shareholders on a timely basis. Where disclosure is inadvertently made to a selected group, the Company will make the same disclosure publicly as soon as practicable for it to do so.

The Group’s corporate communication is made through:

- (a) annual report that are prepared and issued to all shareholders. The Board makes every effort to ensure that the annual report includes all relevant information about the Group, including future developments and other disclosures required under the Catalist Rules and the relevant accounting standards;
- (b) half yearly financial statements containing a summary of the financial information and affairs of the Group for the period;
- (c) notices of annual general meetings and extraordinary general meetings;
- (d) replies to email queries from shareholders;

CORPORATE GOVERNANCE REPORT

- (e) disclosures to the SGX-ST and the shareholders by releasing announcements via SGXNet; and
- (f) circulars or letters to shareholders to provide the shareholders with more information on its major transactions.

The Group values dialogue with investors and believes in regular, effective and fair communication with its shareholders and is committed to hearing shareholders' views and addressing their concerns where possible. The Group adopts the practice of regularly communicating major developments in its business and operations through SGXNet and news releases and where appropriate also directly to shareholders, other investors, analysts, the media, the public and its employees.

The Group monitors the dissemination of material information (trade or price sensitive) to ensure that it is made publicly available on a timely and non-selective basis. Half yearly and full year results as well as the annual report are announced or issued within the mandatory period.

The Group issues announcements and news releases on an immediate basis where required under the Catalist Rules. Where an immediate announcement is not possible, the announcement is made as soon as possible to ensure that the stakeholders and the public have fair access to the information.

Shareholders are encouraged to attend and participate at the general meetings to ensure a greater level of shareholders' participation. Shareholders are informed of the rules, including voting procedures that govern the general meetings to enable them to participate effectively in and vote at the general meetings. As authentication of shareholder identity information and other related security issues remain a concern, the Company, for the time being, has not amended its Constitution to allow absentia voting at general meetings.

All Directors and the key management personnel shall attend the general meetings, unless in cases of exigencies, and shareholders are given opportunities to ask the Board and Management questions regarding the operations of the Group and in relation to the meeting agenda prior to the respective meetings, and the Company is to answer any relevant questions prior or during the general meetings pursuant to the relevant guideline issued by the SGX.

All Directors attending the general meetings are to answer any questions relating to the work of their respective Committees. The external auditors are also present to address shareholders' queries about the conduct of audit and the preparation and content of the auditors' report. All directors attended the last AGM of the Company held for FY2025.

At all general meetings, all resolutions put to every shareholders' meeting of the Company are voted separately unless the resolutions are interdependent and linked so as to form one significant proposal. Where the resolutions are "bundled", the Company will explain the reasons and material implications in the notice of general meeting. The Company's Constitution allows all shareholders to appoint proxies to attend general meetings and vote on their behalf. Voting at the forthcoming AGM shall be conducted by poll, and the detailed results will be announced via SGXNet after the conclusion of the AGM.

The Company Secretary prepares the minutes of general meetings that include substantial and relevant comments or queries from shareholders relating to the agenda of the meeting, and responses from the Board and management. The minutes of such meetings are then circulated to the Board for approval. Thereafter, the minutes are available to shareholders upon request. The Company's minutes of general meetings will be published in the SGXNet and Company's website within one (1) month of the AGM.

The Company did not establish formal Investor Relations and Stakeholder Engagement policies as the Company has appropriate channels in place to identify and engage with its investors and material stakeholder groups.

CORPORATE GOVERNANCE REPORT

The Company's shareholders and investment community are also encouraged to contact or write to the Company's investor relations as follows:

Ms Norzaini Yahaya

Menang Nusantara Sdn. Bhd.

Lot 16, Jalan 3,

Kawasan Perusahaan Cheras Jaya,

43200 Balakong,

Selangor, Malaysia.

Tel: +6 03 9076 5361 (During Office Hours)

Email: admin@mnsb.me-grp.com

Shareholders and the public can access information on the Group via its website at <https://me-grp.com>.

The Company's engagement with the key stakeholders, including engagement methods, strategy and key areas of focus in relation to the management of stakeholder relationships will be disclosed in the Company's Sustainability Report for FY2026 announced on the SGXNet.

The Company does not have a fixed dividend policy. The form, frequency and amount of dividends will depend on the Company's earnings, general financial condition, results of operations, capital requirements, cash flow, general business conditions, development plans and other factors as the Directors may deem appropriate.

There was an interim dividend of MYR0.003 per ordinary share declared by the Company for FY2026.

INTERNAL COMPLIANCE CODE ON DEALINGS IN COMPANY'S SECURITIES

The Company has a Code of Best Practices for Securities Transactions for the Company and its Officers to provide guidance for both itself, and its Directors and Officers (including employees with access to price-sensitive information on the Company's shares) on dealings in the Company's securities, the implications of insider trading and general guidance on the prohibition against such dealings.

In line with Rule 1204(19) of the Catalist Rules, the Company issues a memorandum informing the Directors and Officers that they are not allowed to deal in the Company's shares during the period commencing one month before the announcement of the Company's half year and full year financial statements of the Company. These trading restrictions end after the results have been announced. Additionally, both Directors and Officers are prohibited from dealing in securities of the Company while in possession of price-sensitive information. They are required to report to the Company Secretary whenever they deal in the Company's shares. The Company Secretary assists the Board to monitor such share transactions and to make the necessary announcements, if required.

An Officer of the Company should not deal in the Company's securities on short-term considerations. The Board confirms that as at the date of this Report, the Company has complied with Rule 1204(19) of the Catalist Rules.

CORPORATE GOVERNANCE REPORT

INTERESTED PERSON TRANSACTIONS

(Rule 907 of the Catalist Rules)

The Group has established procedures to ensure that all transactions with interested persons are properly documented and reported in a timely manner to the AC on a half yearly basis, and that the transactions are conducted on an arm's length basis and are not prejudicial to the interests of the shareholders, in accordance with the internal controls set up by the Company on interested person transactions.

The Company does not have a general mandate from shareholders for interested person transactions.

In the event that a member of the AC is involved in any interested person transaction, he will abstain from reviewing that particular transaction.

There were no disclosable interested person transactions in FY2026.

RISK MANAGEMENT

(Rule 1204(4)(b)(iv) of the Catalist Rules)

Management regularly reviews the Company's business and operational activities to identify areas of significant business risks as well as appropriate measures to manage and mitigate these risks. The management reviews all the significant control policies and procedures and highlights all significant findings to the Directors and the AC.

NON-SPONSOR FEES

(Rule 1204(21) of the Catalist Rules)

In FY2026, there were no non-sponsor fees paid to UOB Kay Hian Private Limited.

MATERIAL CONTRACTS

(Rule 1204(8) of the Catalist Rules)

Save for the following contract disclosed below, there were no other material contracts entered into by the Company and its subsidiaries involving the interests of any Director or controlling shareholders as at 31 March 2026, or if not then subsisting, entered into in FY2026:

- Service agreement of Ms Wong Keat Yee dated 1 June 2024 as previously disclosed in the Company's annual report FY2025
- Service agreement of Mr Wong Sai Hou dated 1 June 2024 as previously disclosed in the Company's annual report FY2025
- Service agreement of Mr Wong Sai Keat dated 1 June 2024 as previously disclosed in the Company's annual report FY2025

DIRECTORS' STATEMENTS

For the financial year ended 31 March 2026

The directors present their statement to the members together with the audited financial statements of the Group for the financial year ended 31 March 2026 and the statement of financial position of the Company as at 31 March 2026.

In the opinion of the directors,

- (i) the statement of financial position of the Company and the consolidated financial statements of the Group as set out on pages 54 to 129 are drawn up so as to give a true and fair view of the financial position of the Company and of the Group as at 31 March 2026 and the financial performance, changes in equity and cash flows of the Group for the financial year covered by the consolidated financial statements; and
- (ii) at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

Directors

The directors of the Company in office at the date of this statement are as follows:

Wong Keat Yee
Wong Sai Hou
Wong Sai Keat
Choo Chih Chien Benjamin
Chee Teck Kwong Patrick
Lai Sou Wei Edmund
Chong Kwea Seng

Arrangements to enable directors to acquire shares and debentures

Neither at the end of nor at any time during the financial year was the Company a party to any arrangement whose object was to enable the directors of the Company to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate, other than as disclosed under "Performance share plan" and "Share options" in this statement.

DIRECTORS' STATEMENTS

For the financial year ended 31 March 2026

Directors' interests in shares or debentures

According to the register of directors' shareholdings, none of the directors holding office at the end of the financial year had any interest in the shares or debentures of the Company or its related corporations, except as follows:

	Holdings registered in name of director		Holdings in which director is deemed to have an interest	
	At 31.3.2026	At 1.4.2025	At 31.3.2026	At 1.4.2025
Holding corporation - JCWW Sdn. Bhd.				
<u>(No. of ordinary shares)</u>				
Wong Keat Yee	20	10	–	–
Wong Sai Hou	20	10	–	–
Wong Sai Keat	20	10	–	–
The Company				
<u>(No. of ordinary shares)</u>				
Wong Keat Yee ⁽¹⁾	–	–	61,232,497	–
Wong Sai Hou ⁽¹⁾	4,235,864	4,235,864	61,232,497	–
Wong Sai Keat ⁽¹⁾	222,400	222,400	61,232,497	–

(1) Wong Keat Yee, Wong Sai Hou and Wong Sai Keat, who by virtue of their interest of not less than 20% of the issued share capital of the holding corporation, is deemed to have interests in the shares of the Company and all the subsidiary corporations.

The directors' interests in the ordinary shares of the Company as at 21 April 2026 were the same as those as at 31 March 2026.

Performance share plan

On 26 September 2018, the Company's shareholders approved a performance share scheme known as the MeGroup Performance Share Plan (the "**MeGroup PSP**"). This plan awards the participants to receive fully paid shares free of charge, provided that certain prescribed performance targets (if any) are met and upon expiry of the prescribed performance period.

Executive directors and employees of the Group and the associated companies ("**Group Employees**") who have attained the age of twenty-one (21) years and hold such rank as may be designated by the Remuneration Committee (the "**RC**") from time to time, and non-executive directors (including independent directors) of the Group, shall be eligible to participate in the MeGroup PSP at the absolute discretion of the RC.

Persons who are controlling shareholders or associates of controlling shareholders who meet the criteria above are also eligible to participate in the MeGroup PSP provided that the participation of and the terms and actual numbers of the awards granted under MeGroup PSP to a participant who is a controlling shareholder or an associate of a controlling shareholder shall be approved by independent shareholders of the Company and a separate resolution must be passed for each such person subject to the following:

- (a) the aggregate number of shares over which awards may be granted under the MeGroup PSP to controlling shareholders or associates of controlling shareholders shall not exceed 25.0% of the shares available under the MeGroup PSP; and
- (b) the number of shares over which an award may be granted under the MeGroup PSP to each controlling shareholder or an associate of a controlling shareholder shall not exceed 10.0% of the shares available under the MeGroup PSP.

DIRECTORS' STATEMENTS

For the financial year ended 31 March 2026

Performance share plan (Continued)

The MeGroup PSP is a share incentive scheme which will allow the Company, inter alia, to set target specific performance objectives and to provide an incentive for participants to achieve these targets. The directors believe that the MeGroup PSP will help to achieve the following positive objectives:

- (a) foster an ownership culture within the Group which aligns the interests of group executives and non-executive directors with the interests of shareholders;
- (b) motivate participants to achieve key financial and operational goals of the Company and/or their respective business units; and
- (c) make total employee remuneration sufficiently competitive to recruit and retain staff having skills that are commensurate with the Company's ambition to become a world class company.

The MeGroup PSP is administered by the RC which comprises of four independent directors, namely Choo Chih Chien Benjamin, Chee Teck Kwong Patrick, Lai Sou Wei Edmund and Chong Kwea Seng.

The MeGroup PSP shall continue in force at the absolute discretion of the RC, subject to a maximum period of ten (10) years commencing on the date on which the MeGroup PSP is adopted by the Company in general meeting, provided always that the MeGroup PSP may continue beyond the above stipulated period with the approval of shareholders by ordinary resolution in general meeting and of any relevant authorities which may then be required.

The Company will deliver shares to participants upon vesting of their awards by way of either:

- (i) an issue of new shares; or
- (ii) a transfer of shares acquired by the Company pursuant to a share purchase mandate and/or held by the Company as treasury shares.

The total number of shares which may be issued or transferred pursuant to awards granted under the MeGroup PSP on any date, when aggregated with the aggregate number of shares over which options are granted under any other share option schemes of the Company, shall not exceed 15.0% of the total number issued shares (excluding shares held by the Company as treasury shares and subsidiary corporations holdings, if any) on the day preceding that date.

No performance shares have been awarded since the commencement of the MeGroup PSP.

Share options

On 26 September 2018, the shareholders approved a share option scheme known as the MeGroup Share Option Scheme (the "MeGroup SOS") for the Group Employees, non-executive directors (including independent directors) of the Group and the associated companies and directors and employees of the Company's parent company who have contributed to the success and development of the Company, are eligible to participate in the MeGroup SOS. For this purpose, a company is an "associated company" if the Company or the Company and the subsidiary corporations and associated companies hold at least 20.0% but not more than 50.0% of the issued shares in that company and provided the Company has significant influence over the associated company. The MeGroup SOS is administered by the RC which comprises of four independent directors, namely Choo Chih Chien Benjamin, Chee Teck Kwong Patrick, Lai Sou Wei Edmund and Chong Kwea Seng.

DIRECTORS' STATEMENTS

For the financial year ended 31 March 2026

Share options (Continued)

The MeGroup SOS is designed to provide eligible participants with an opportunity to participate in the equity of the Company and to motivate them towards better performance through increased dedication and loyalty.

The options that are granted under the MeGroup SOS may have exercise prices that are, at the RC's discretion, set at a price (the **"Market Price"**) equal to the average of the last dealt prices for a share on the Singapore Exchange Securities Trading Limited (**"SGX-ST"**) for the five (5) consecutive market days immediately preceding the date on which an offer to grant an option is made or at a discount to the Market Price (subject to a maximum discount of 20.0%). Options which are fixed at the Market Price (**"Market Price Option"**) may be exercised after the first anniversary of the date on which an offer to grant that option is made while options exercisable at a discount to the Market Price may be exercised after the second anniversary from the date on which an offer to grant that option is made (**"Incentive Option"**). Options granted under the MeGroup SOS to any Group Employee will have a life span of up to ten (10) years from the date on which they are granted and all other options granted under the MeGroup SOS will have a life span of five (5) years from the date on which they are granted.

The aggregate number of shares over which the RC may grant options on any date, when added to the number of shares issued and issuable or transferred and to be transferred in respect of all options granted under the MeGroup SOS and the number of shares issued and issuable or transferred and to be transferred in respect of all options or awards granted under any other share option schemes or share schemes of the Company, shall not exceed 15.0% of the total number of issued shares (excluding shares held by the Company as treasury shares and subsidiary corporations holdings, if any) on the day immediately preceding the date on which an offer to grant an option is made.

There were no options granted since the commencement of the MeGroup SOS to subscribe for unissued shares of the Company or its subsidiary corporations.

No shares have been issued during the financial year by virtue of the exercise of options to take up unissued shares of the Company or its subsidiary corporations.

There were no unissued shares of the Company or its subsidiary corporations under option at the end of the financial year.

Audit committees

The members of the Audit Committee (the **"AC"**) at the end of the financial year were as follows:

Lai Sou Wei Edmund (Chairman)
Chee Teck Kwong Patrick
Choo Chih Chien Benjamin
Chong Kwea Seng

All members of the AC were non-executive and independent directors.

The AC carried out its functions in accordance with Section 201B(5) of the Companies Act 1967. In performing those functions, the AC reviewed:

- (i) the scope and the results of internal audit procedures with the internal auditor;
- (ii) the audit plan of the Company's independent auditor and any recommendations on internal accounting controls arising from the statutory audit;

DIRECTORS' STATEMENTS

For the financial year ended 31 March 2026

Audit committees (Continued)

The AC carried out its functions in accordance with Section 201B(5) of the Companies Act 1967. In performing those functions, the AC reviewed: (Continued)

- (iii) the statement of financial position of the Company and the consolidated financial statements of the Group for the financial year ended 31 March 2026 before their submission to the Board of Directors, as well as the independent auditor's report on the statement of financial position of the Company and the consolidated financial statements of the Group;
- (iv) the co-operation and assistance given by the Company's management to the independent auditor;
- (v) transactions falling within the scope of Chapter 9 of the SGX-ST Listing Manual Section B: Rules of Catalist ("Catalist Rules");
- (vi) the half-yearly financial results and annual financial statements, results announcements and media releases before submission to the Board of Directors for approval, focusing on changes in accounting policies and practices, major risk areas, significant adjustments resulting from the audit, compliance with accounting standards and compliance with the Catalist Rules and any other relevant statutory or regulatory requirements; and
- (vii) make recommendations to the Board of Directors on the appointment, re-appointment and removal of the independent auditor, and approve the remuneration and terms of engagement of the independent auditor.

The AC has full access to and has the co-operation of the management and has been given the resources required for it to discharge its function properly. It also has full discretion to invite any director and executive officer to attend its meetings. The independent auditor has unrestricted access to the AC.

The AC has recommended to the Board of Directors that the independent auditor, CLA Global TS Public Accounting Corporation, be nominated for re-appointment at the forthcoming Annual General Meeting of the Company.

Independent auditor

The independent auditor, CLA Global TS Public Accounting Corporation, has expressed its willingness to accept re-appointment.

On behalf of the Directors

.....
Wong Keat Yee
Director

.....
Wong Sai Hou
Director

9 July 2026

INDEPENDENT AUDITOR'S REPORT

Report on the Audit of the Financial Statements

OPINION

We have audited the accompanying financial statements of MeGroup Ltd. (the “**Company**”) and its subsidiary corporations (the “**Group**”), which comprise the consolidated statement of financial position of the Group and the statement of financial position of the Company as at 31 March 2026, and the consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows of the Group for the financial year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 54 to 129.

In our opinion, the accompanying consolidated financial statements of the Group and the statement of financial position of the Company are properly drawn up in accordance with the provisions of the Companies Act 1967 (the “**Act**”) and Singapore Financial Reporting Standards (International) (“**SFRS(I)**”) so as to give a true and fair view of the consolidated financial position of the Group and the financial position of the Company as at 31 March 2026 and of the consolidated financial performance, consolidated changes in equity and consolidated cash flows of the Group for the financial year ended on that date.

BASIS FOR OPINION

We conducted our audit in accordance with Singapore Standards on Auditing (“**SSAs**”). Our responsibilities under those standards are further described in the *Auditor’s Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Group in accordance with the Accounting and Corporate Regulatory Authority (“**ACRA**”) *Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities* (“**ACRA Code**”), as applicable to audits of financial statements of public interest entities, together with the ethical requirements that are relevant to audits of the financial statements of public interest entities in Singapore. We have also fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

KEY AUDIT MATTERS

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

INDEPENDENT AUDITOR'S REPORT

Report on the Audit of the Financial Statements (continued)

KEY AUDIT MATTERS (CONTINUED)

Key audit matters	How our audit addressed the matters
Revenue recognition (Refer to Notes 2.3 and 4 to the financial statements)	
During the financial year ended 31 March 2026, the Group's revenue amounted to RM342,008,157. Revenue is recognised at an amount that reflects the consideration in the contracts when the Group satisfied its performance obligation by transferring the promised goods or services to the customers. We focused on this area because revenue recognition has been identified as a significant risk in accordance with SSA 315 <i>Identifying and Assessing the Risks of Material Misstatement</i>, and revenue represents the most significant item on the Group's financial statements. The potential existence of management override controls and large volume of transactions also increase the inherent risk that revenue may not be recognised in the appropriate accounting period.	In obtaining sufficient audit evidence, the following procedures were carried out: • Discussed with management on the key internal controls and processes involved in the revenue cycles and performed walkthrough to confirm the understanding; • Validated and evaluated the key internal controls to ascertain the reliabilities of the internal controls in place over the revenue cycle; • Reviewed significant contracts during the financial year and identified performance obligation in the contracts; • Evaluated management's assessment of the application of SFRS(I) 15 <i>Revenue from Contracts with Customers</i>, in particular, the five-step model for each revenue stream; • Performed test of details, including cut-off procedures to ascertain that revenue was recorded in the appropriate accounting period; • Reviewed credit notes issued subsequent to the financial year end to ascertain that revenue was recorded in the appropriate accounting period; • Reviewed journal entries to detect any unusual transactions in relation to revenue for evidence of fraud and/or management override of controls; and • Reviewed the consolidated financial statements to ensure disclosure are adequate, accurate and compliant with the applicable reporting framework.

INDEPENDENT AUDITOR'S REPORT

Report on the Audit of the Financial Statements (continued)

OTHER INFORMATION

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements 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, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

RESPONSIBILITIES OF MANAGEMENT AND DIRECTORS FOR THE FINANCIAL STATEMENTS

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Act and SFRS(I), and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

In preparing the financial statements, management is responsible for assessing the Group'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 management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

The directors' responsibilities include overseeing the Group's financial reporting process.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's 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 SSAs 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 SSAs, 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, 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 internal control.

INDEPENDENT AUDITOR'S REPORT

Report on the Audit of the Financial Statements (continued)

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS (CONTINUED)

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also: (continued)

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's 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 ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements 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 auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

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

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

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial statements of the current financial year and are therefore the key audit matters. We describe these matters in our auditor's 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.

INDEPENDENT AUDITOR'S REPORT

Report on Other Legal and Regulatory Requirements

In our opinion, the accounting and other records required by the Act to be kept by the Company and by those subsidiary corporations incorporated in Singapore of which we are the auditors have been properly kept in accordance with the provisions of the Act.

The engagement director on the audit resulting in this independent auditor's report is Hock Xiu Min, Sandy.

CLA Global TS Public Accounting Corporation
Public Accountants and Chartered Accountants

Singapore

9 July 2026

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

For the financial year ended 31 March 2026

	Note	Group	
		2026 RM	2025 RM
Revenue	4	342,008,157	392,625,337
Cost of sales		(301,668,881)	(344,325,157)
Gross profit		40,339,276	48,300,180
Other income			
- Interest	7	519,495	348,854
- Others	7	712,099	967,487
Other (losses)/gains – net	8	(2,721,887)	758,848
Expenses			
- Selling and distribution		(10,135,270)	(9,752,382)
- Administrative		(23,884,511)	(25,089,714)
- Finance	9	(5,737,945)	(5,537,105)
Share of (loss)/profit from investment in an associated company	22	(28,712)	51,795
(Loss)/Profit before income tax		(937,455)	10,047,963
Income tax expense	10	(768,376)	(3,080,534)
Total comprehensive (loss)/income, representing net (loss)/profit for the financial year		(1,705,831)	6,967,429
Net (loss)/profit and total comprehensive (loss)/income attributable to:			
Equity holders of the Company		(1,722,798)	6,492,251
Non-controlling interests		16,967	475,178
		(1,705,831)	6,967,429
(Loss)/Earnings per share for profit attributable to equity holders of the Company (RM cents per share)			
Basic and diluted earnings per share	11	(1.44)	5.43

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

STATEMENTS OF FINANCIAL POSITION

As at 31 March 2026

		Note	Group		Company	
			2026	2025	2026	2025
			RM	RM	RM	RM
ASSETS						
Current assets						
Cash and cash equivalents	12		21,272,934	20,307,609	242,522	617,689
Trade and other receivables	13		28,691,711	24,291,055	1,067,946	777,898
Tax recoverable	14		572,883	743,519	–	–
Inventories	15		31,461,539	27,366,869	–	–
			81,999,067	72,709,052	1,310,468	1,395,587
Non-current asset classified as held-for-sale	16		986,986	-	919,248	-
			82,986,053	72,709,052	2,229,716	1,395,587
Non-current assets						
Financial asset, at fair value through profit or loss (“FVPL”)	17		–	177,560	–	–
Property, plant and equipment	18		44,149,551	41,998,494	–	–
Right-of-use assets	19		59,087,645	64,424,258	–	–
Trade and other receivables	13		-	144,504	–	–
Intangible assets	20		376,541	376,541	–	–
Investments in subsidiary corporations	21		–	–	26,094,134	26,094,134
Investment in an associated company	22		–	1,015,698	–	919,248
			103,613,737	108,137,055	26,094,134	27,013,382
Total assets			186,599,790	180,846,107	28,323,850	28,408,969
LIABILITIES						
Current liabilities						
Trade and other payables	23		21,000,821	16,770,980	258,677	320,054
Current income tax liabilities	10		189,359	121,675	–	–
Borrowings	24		22,172,660	16,200,913	–	–
Lease liabilities	25		4,798,588	5,163,820	–	–
			48,161,428	38,257,388	258,677	320,054
Non-current liabilities						
Borrowings	24		50,523,532	49,683,460	–	–
Lease liabilities	25		23,753,758	26,036,279	–	–
Deferred income tax liabilities	26		3,941,577	4,556,056	–	–
			78,218,867	80,275,795	–	–
Total liabilities			126,380,295	118,533,183	258,677	320,054
Net assets			60,219,495	62,312,924	28,065,173	28,088,915
EQUITY						
Equity attributable to equity holders of the Company						
Share capital	27		37,356,382	37,356,382	37,356,382	37,356,382
Retained profits/(accumulated losses)	28		42,111,202	44,192,570	(9,291,209)	(9,267,467)
Other reserves	29		(22,263,971)	(22,263,971)	–	–
			57,203,613	59,284,981	28,065,173	28,088,915
Non-controlling interests	21		3,015,882	3,027,943	–	–
Total equity			60,219,495	62,312,924	28,065,173	28,088,915

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

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the financial year ended 31 March 2026

← Attributable to equity holders of the Company →									
	Note	Share capital	Merger reserve	Capital reserve	Retained profits	Total	Non-controlling interests	Total equity	
		RM	RM	RM	RM	RM	RM	RM	
2026									
Balance as at 1 April 2025		37,356,382	(24,594,282)	2,330,311	44,192,570	59,284,981	3,027,943	62,312,924	
Total comprehensive (loss)/income for the financial year		–	–	–	(1,722,798)	(1,722,798)	16,967	(1,705,831)	
Dividend paid		21, 30	–	–	–	(358,570)	(358,570)	(29,028)	(387,598)
Balance as at 31 March 2026		37,356,382	(24,594,282)	2,330,311	42,111,202	57,203,613	3,015,882	60,219,495	
2025									
Balance as at 1 April 2024		37,356,382	(24,594,282)	196,516	38,536,982	51,495,598	1,581,920	53,077,518	
Total comprehensive income for the financial year		–	–	–	6,492,251	6,492,251	475,178	6,967,429	
Disposal of equity interests in a subsidiary corporation without loss of control		21	–	–	2,133,795	–	2,133,795	1,061,565	3,195,360
Dividend paid		21, 30	–	–	–	(836,663)	(836,663)	(90,720)	(927,383)
Balance as at 31 March 2025		37,356,382	(24,594,282)	2,330,311	44,192,570	59,284,981	3,027,943	62,312,924	

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

CONSOLIDATED STATEMENT OF CASH FLOWS

For the financial year ended 31 March 2026

	Note	Group	
		2026 RM	2025 RM
Cash flows from operating activities			
(Loss)/Profit before income tax		(937,455)	10,047,963
Adjustments for:			
- Depreciation of property, plant and equipment	5	6,564,344	5,751,864
- Depreciation of right-of-use assets	5	6,285,959	6,132,820
- Loss on derecognition of financial asset, at FVPL	8	177,560	–
- Loss/(Gain) on disposal of property, plant and equipment	8	1,416	(131,148)
- Loss on remeasurement of finance lease	8	30,832	–
- Gain on derecognition of right-of-use assets	8	(89,022)	–
- Gain on disposal of right-of-use assets	8	(352,813)	(97,765)
- Interest income	7	(519,495)	(348,854)
- Interest expense	9	5,737,945	5,537,105
- Property, plant and equipment written-off	8	1,068,227	–
- Right-of-use assets written-off	8	1,792,325	–
- Write-down of inventories	8	534,672	–
- Share of loss/(profit) from investment in an associated company	22	28,712	(51,795)
		20,323,207	26,840,190
Change in working capital:			
- Trade and other receivables		(4,286,984)	8,696,023
- Inventories		(4,629,342)	10,505,162
- Trade and other payables		4,229,841	(16,466,516)
Cash generated from operations		15,636,722	29,574,859
Income tax paid	10(b)	(2,421,797)	(2,908,400)
Income tax refunded	10(b)	1,277,262	81,322
Net cash provided by operating activities		14,492,187	26,747,781
Cash flows from investing activities			
Additions to property, plant and equipment		(10,032,359)	(12,461,414)
Additions to right-of-use assets		(52,379)	(309,169)
Proceeds from disposal of property, plant and equipment		355,818	447,473
Proceeds from disposal of right-of-use assets		725,784	623,625
Proceeds from disposal of equity interests in a subsidiary corporation without loss of control	21	–	3,195,360
Interest received		519,495	348,854
Net cash used in investing activities		(8,483,641)	(8,155,271)
Cash flows from financing activities			
Fixed deposits pledged		(901,722)	(620,881)
Proceeds from bank borrowings		10,794,060	5,623,682
Repayment of bank borrowings		(5,787,227)	(7,546,569)
Repayment of lease liabilities		(5,729,497)	(5,552,263)
Dividend paid to equity holders of the Company	30	(358,570)	(836,663)
Dividend paid to non-controlling interest	21	(29,028)	(90,720)
Interest paid		(5,737,945)	(5,537,105)
Net cash used in financing activities		(7,749,929)	(14,560,519)
Net (decrease)/increase in cash and cash equivalents		(1,741,383)	4,031,991
Cash and cash equivalents			
Beginning of financial year		12,561,414	8,529,423
End of financial year	12	10,820,031	12,561,414

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

CONSOLIDATED STATEMENT OF CASH FLOWS

For the financial year ended 31 March 2026

Reconciliation of liabilities arising from financing activities:

	Non-cash changes							31 March 2026
	1 April 2025	Proceeds from borrowings	Principal and interest payment	Additions during the financial year	Interest expenses (Note 9)	Remeasurement during the financial year	Derecognition during the financial year	
						(Note 19(a)(vi))	(Note 19(a)(v))	
	RM	RM	RM	RM	RM	RM	RM	RM
Bank borrowings (excluding overdraft)	63,880,688	10,794,060	(10,336,746)	–	4,549,519	–	–	68,887,521
Lease liabilities	31,200,099	–	(6,917,923)	4,100,530	1,188,426	(77,050)	(941,736)	28,552,346

	Non-cash changes					31 March 2025
	1 April 2024	Proceeds from borrowings	Principal and interest payment	Additions during the financial year	Interest expenses (Note 9)	
Bank borrowings (excluding overdraft)	65,803,575	5,623,682	(11,949,360)	–	4,402,791	63,880,688
Lease liabilities	28,394,742	–	(6,686,577)	8,357,620	1,134,314	31,200,099

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

These notes form an integral part of and should be read in conjunction with the accompanying financial statements.

1. General Information

MeGroup Ltd. (the “**Company**”) is listed on Catalist, the sponsor-supervised listing platform in Singapore Exchange Securities Trading Limited (“**SGX-ST**”) and incorporated and domiciled in Singapore. The address of the Company’s registered and principal place of business is located at 133 Cecil Street, #14-01 Keck Seng Tower, Singapore 069535.

The consolidated financial statements are presented in Malaysian Ringgit (“**RM**” or “**MYR**”) except otherwise indicated.

The holding corporation of the Company is JCWW Sdn. Bhd., a company incorporated and domiciled in Malaysia.

The principal activity of the Company is investment holding. The principal activities of subsidiary corporations are described in Note 21 to the financial statements.

2. Material Accounting Policy Information

2.1 BASIS OF PREPARATION

These financial statements have been prepared in accordance with the Singapore Financial Reporting Standards (International) (“**SFRS(I)**”) under the historical cost convention, except as disclosed in the accounting policies below.

The preparation of financial statements in conformity with SFRS(I) requires management to exercise its judgement in the process of applying the Group’s accounting policies. It also requires the use of certain critical accounting estimates and assumptions. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 3 to the financial statements.

Interpretations and amendments to published standards effective in 2026

On 1 April 2025, the Group has adopted the new or amended SFRS(I) and Interpretations of SFRS(I) (“**INT SFRS(I)**”) that are mandatory for application for the financial year. Changes to the Group’s accounting policies have been made as required, in accordance with the transitional provisions in the respective SFRS(I) and INT SFRS(I).

The adoption of these new or amended SFRS(I) and INT SFRS(I) did not result in substantial changes to the Group’s accounting policies and had no material effect on the amounts reported for the current or prior financial years.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. Material Accounting Policy Information (Continued)

2.2 GROUP ACCOUNTING

(a) *Subsidiary corporations*

(i) *Consolidation*

Subsidiary corporations are all entities (including structured entities) over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiary corporations are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date on that control ceases.

In preparing the consolidated financial statements, transactions, balances and unrealised gains on transactions between group entities are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment indicator of the transferred asset. Accounting policies of subsidiary corporations have been changed where necessary to ensure consistency with the policies adopted by the Group.

Non-controlling interests comprise the portion of a subsidiary corporation's net results of operations and its net assets, which is attributable to the interests that are not owned directly or indirectly by the equity holders of the Company. They are shown separately in the consolidated statement of comprehensive income, statement of changes in equity, and statement of financial position. Total comprehensive income is attributed to the non-controlling interests based on their respective interests in a subsidiary corporation, even if this results in the non-controlling interests having a deficit balance.

(ii) *Acquisitions*

The acquisition method of accounting is used to account for business combinations entered into by the Group, other than those entities which are under common control.

The consideration transferred for the acquisition of a subsidiary corporation or business comprises the fair value of the assets transferred, the liabilities incurred and the equity interests issued by the Group. The consideration transferred also includes any contingent consideration arrangement and any pre-existing equity interest in the subsidiary corporations measured at their fair values at the acquisition date.

Acquisition-related costs are expensed as incurred.

Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are, with limited exceptions, measured initially at their fair values at the acquisition date.

On an acquisition-by-acquisition basis, the Group recognises any non-controlling interest in the acquiree at the date of acquisition either at fair value or at the non-controlling interest's proportionate share of the acquiree's identifiable net assets.

The excess of (a) the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over the (b) fair value of the identifiable net assets acquired is recorded as goodwill. Please refer to the paragraph "Intangible assets – Goodwill" for the subsequent accounting policy on goodwill.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. Material Accounting Policy Information (Continued)

2.2 GROUP ACCOUNTING (CONTINUED)

(a) *Subsidiary corporations (continued)*

(ii) *Acquisitions (continued)*

Acquisitions of entities under common control have been accounted for using the predecessor accounting method. Under this method:

- The consolidated financial statements of the Group have been prepared as if the Group structure immediately after the transaction has been in existence since the earliest date the entities are under common control;
- The assets and liabilities are brought into the consolidated financial statements at their existing carrying amounts from the perspective of the controlling party;
- The consolidated statement of comprehensive income includes the results of the acquired entities since the earliest date the entities are under common control;
- The cost of investment is recorded at the aggregate of the nominal value of the equity shares issued, cash and cash equivalents and fair values of other consideration; and
- On consolidation, the difference between the cost of investment and the nominal value of the share capital of the merged subsidiary corporations are taken to merger reserve.

(iii) *Disposals*

When a change in the Group's ownership interest in a subsidiary corporation results in a loss of control over the subsidiary corporation, the assets and liabilities of the subsidiary corporation including any goodwill are derecognised. Amounts previously recognised in other comprehensive income in respect of that entity are also reclassified to profit or loss or transferred directly to retained profits if required by a specific SFRS(I).

Any retained equity interest in the entity is remeasured at fair value. The difference between the carrying amount of the retained interest at the date when control is lost and its fair value is recognised in profit or loss.

Please refer to the paragraph "Investments in subsidiary corporations and associated company" for the accounting policy on investments in subsidiary corporations in the separate financial statements of the Company.

(b) *Transactions with non-controlling interests*

Changes in the Group's ownership interest in a subsidiary corporation that do not result in a loss of control over the subsidiary corporation are accounted for as transactions with equity holders of the Company. Any difference between the change in the carrying amounts of the non-controlling interest and the fair value of the consideration paid or received is recognised within equity attributable to the equity holders of the Company.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. Material Accounting Policy Information (Continued)

2.2 GROUP ACCOUNTING (CONTINUED)

(c) *Associated company*

Associated company is entity over which the Group has significant influence, but not control, generally accompanied by a shareholding giving rise to voting rights of 20% and above.

Investment in an associated company is accounted for in the consolidated financial statements using the equity method of accounting less impairment losses, if any.

(i) *Acquisition*

Investment in an associated company is initially recognised at cost. The cost of an acquisition is measured at the fair value of the assets given, equity instruments issued or liabilities incurred or assumed at the date of exchange, plus costs directly attributable to the acquisition. Goodwill on associated company represents the excess of the cost of acquisition of the associated company over the Group's share of the fair value of the identifiable net assets of the associated company and is included in the carrying amount of the investment.

(ii) *Equity method of accounting*

Under the equity method of accounting, the investment is initially recognised at cost and adjusted thereafter to recognise Group's share of post-acquisition profits or losses of the investee in profit or loss and its share of movements of the investee's other comprehensive income in other comprehensive income. Dividends received or receivable from the associated company are recognised as a reduction of the carrying amount of the investment. When the Group's share of losses in an associated company equals to or exceeds its interest in the associated company, the Group does not recognise further losses, unless it has legal or constructive obligations to make, or has made, payments on behalf of the associated company. If the associated company subsequently reports profits, the Group resumes recognising its share of those profits only after its share of the profits equals the share of losses not recognised. Interest in an associated company includes any long-term loans for which settlement is never planned nor likely to occur in the foreseeable future.

Unrealised gains on transactions between the Group and its associated company are eliminated to the extent of the Group's interest in the associated company. Unrealised losses are also eliminated unless the transactions provide evidence of impairment of the assets transferred. The accounting policies of associated company are changed where necessary to ensure consistency with the accounting policies adopted by the Group.

(iii) *Disposals*

Investment in an associated company is derecognised when the Group loses significant influence. If the retained equity interest in the former associated company is a financial asset, the retained equity interest is measured at fair value. The difference between the carrying amount of the retained interest at the date when significant influence is lost, and its fair value and any proceeds on partial disposal, is recognised in profit or loss.

Please refer to the paragraph "Investments in subsidiary corporations and associated company" for the accounting policy on investment in an associated company in the separate financial statements of the Company.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. Material Accounting Policy Information (Continued)

2.3 REVENUE RECOGNITION

Revenue is measured based on the consideration to which the Group expects to be entitled in exchange for transferring promised goods or services to customer, excluding amounts collected on behalf of third parties.

Revenue is recognised when the Group satisfied a performance obligation by transferring a promised goods and services to the customer, which is when the customer obtains control of the goods and services. A performance obligation is satisfied at a point in time. The amount of revenue recognised is the amount allocated to the satisfied performance obligation. If the value of the goods transferred by the Group exceeds the payments, a contract asset is recognised. If the payments exceed the value of the goods transferred, a contract liability is recognised.

(a) *Sales of Noise, Vibration and Harshness ("NVH") components and other non-NVH components*

Revenue is recognised when the customer obtains control of the goods.

(b) *Sale of automobiles*

Revenue is recognised when the customer obtains control of the goods.

(c) *After-sales automobile services*

Revenue is recognised when the Group has rendered the services to customer.

(d) *Incentives received from distributors*

Incentives received from distributors is recognised upon the Group meeting the agreed target set by the distributors.

(e) *Handling fees*

Handling fees are recognised when the related services is provided.

(f) *Agency fee income*

Agency fee income is recognised in the amount of any fee or commission to which it expects to be entitled in exchange for arranging services for other party.

(g) *Interest income*

Interest income is recognised using the effective interest rate method.

(h) *Dividend income*

Dividend income is recognised when the right to receive payment is established, it is probable that the economic benefits associated with the dividend will flow to the Group, and the amount of the dividend can be reliably measured.

(i) *Management fee*

Management fee income is recognised when services is rendered.

(j) *Rental income*

Rental income from operating lease is recognised on a straight-line basis over the lease term.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. Material Accounting Policy Information (Continued)

2.4 GOVERNMENT GRANTS

Grants from the government are recognised as a receivable at their fair value when there is reasonable assurance that the grant will be received and the Group will comply with all the attached conditions.

Government grants receivable are recognised as income over the periods necessary to match them with the related costs which they are intended to compensate, on a systematic basis. Government grants relating to expenses are shown separately as "Other income".

Government grants relating to assets are deducted against the carrying amount of the assets.

2.5 BORROWING COSTS

Borrowing costs are recognised in profit or loss using the effective interest method.

2.6 EMPLOYEE COMPENSATION

Employee benefits are recognised as an expense, unless the cost qualifies to be capitalised as an asset.

(a) *Defined contribution plans*

Defined contribution plans are post-employment benefit plans under which the Group pays fixed contributions into separate entities such as the Employees' Provident Fund on a mandatory, contractual or voluntary basis. The Group has no further payment obligations once the contributions have been paid.

(b) *Performance bonus*

The Group recognises a liability and an expense for performance bonus of Executive Chairwoman and Executive Directors. The performance bonus is computed based on the Group's audited consolidated profit before deducting income tax expenses, non-recurring or one-off exceptional items, non-controlling interests of the Group and before paying profit sharing. The Group recognises a provision when contractually obliged to pay or when there is a past practice that has created a constructive obligation to pay.

(c) *Performance shares*

Benefits to employees including the directors are provided in the form of share-based payment transactions, whereby employees render services in exchange for shares or rights over shares ("**equity-settled transactions**"). The fair value of the employee services rendered is determined by reference to the fair value of the shares awarded or rights granted, excluding the impact of any non-market vesting conditions. These are fair valued based on the market price of entity's share on grant date. This fair value is charged to profit or loss over the vesting period of the share-based payment scheme, with the corresponding increase in equity. The value of the charge is adjusted in profit or loss over the remainder of the vesting period to reflect expected and actual quantities vested, with the corresponding adjustment made in equity.

Cancellations of grants of equity instruments during the vesting period (other than a grant cancelled by forfeiture when the vesting conditions are not satisfied) are accounted for as an acceleration of vesting, therefore any amount unrecognised that would otherwise have been charged is recognised immediately in profit or loss.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. Material Accounting Policy Information (Continued)

2.6 EMPLOYEE COMPENSATION (CONTINUED)

(d) *Share-based compensation*

The Group operates an equity-settled, share-based compensation plan. The value of the employee services received in exchange for the grant of options is recognised as an expense with a corresponding increase in the share option reserve over the vesting period. The total amount to be recognised over the vesting period is determined by reference to the fair value of the options granted on grant date. Non-market vesting conditions are included in the estimation of the number of shares under options that are expected to become exercisable on the vesting date.

At each reporting date, the Group revises its estimates of the number of shares under options that are expected to become exercisable on the vesting date and recognises the impact of the revision of the estimates in profit or loss, with a corresponding adjustment to the share option reserve.

When the options are exercised, the proceeds received (net of transaction costs) and the related balance previously recognised in the share option reserve are credited to the share capital account, when new ordinary shares are issued, or to the "treasury shares" account, when treasury shares are re-issued to the employees.

(e) *Short-term compensated absences*

Employee entitlements to annual leave are recognised when they accrue to employees. An accrual is made for the estimated liability for unutilised annual leave as a result of services rendered by employees up to the reporting date.

2.7 INCOME TAXES

Current income tax for current and prior financial periods is recognised at the amount expected to be paid to or recovered from the tax authorities, using the tax rates and tax laws that have been enacted or substantively enacted by the reporting date. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation and considers whether it is probable that a tax authority will accept an uncertain tax treatment. The Group measures its tax balances either based on the most likely amount or the expected value, depending on which method provides a better prediction of the resolution of the uncertainty.

Deferred income tax is recognised for all temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements except when the deferred income tax arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and affects neither accounting nor taxable profit or loss at the time of the transaction.

A deferred income tax liability is recognised on temporary differences arising on investments in subsidiary corporations and associated company, except where the Group is able to control the timing of the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future.

A deferred income tax asset is recognised to the extent that it is probable that future taxable profit will be available against which the deductible temporary differences and tax losses can be utilised.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. Material Accounting Policy Information (Continued)

2.7 INCOME TAXES (CONTINUED)

Deferred income tax is measured:

- (i) at the tax rates that are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted by the reporting date; and
- (ii) based on the tax consequence that will follow from the manner in which the Group expects, at the reporting date, to recover or settle the carrying amounts of its assets and liabilities.

Current and deferred income taxes are recognised as income and expense in profit or loss, except to the extent that the tax arises from a business combination or a transaction which is recognised directly in equity. Deferred tax arising from a business combination is adjusted against goodwill on acquisition.

2.8 CASH AND CASH EQUIVALENTS

For the purpose of presentation in the consolidated statement of cash flows, cash and cash equivalents include cash on hand, deposits with financial institutions which are subject to an insignificant risk of change in value, and bank overdrafts. Bank overdrafts are presented as current borrowings on the statement of financial position. For cash subjected to restriction, assessment is made on the economic substance of the restriction and whether they meet the definition of cash and cash equivalents.

2.9 INVENTORIES

Inventories are carried at the lower of cost and net realisable value. Cost is determined using the first-in, first-out method. The cost of finished goods and work-in-progress comprises raw materials, direct labour, other direct costs and related production overheads (based on normal operating capacity). Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and applicable variable selling expenses.

2.10 PROPERTY, PLANT AND EQUIPMENT

(a) *Measurement*

(i) *Property, plant and equipment*

Property, plant and equipment are initially recognised at cost and subsequently carried at cost less accumulated depreciation and accumulated impairment losses.

(ii) *Components of costs*

The cost of an item of property, plant and equipment initially recognised includes its purchase price and any cost that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. Material Accounting Policy Information (Continued)

2.10 PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

(b) Depreciation

Depreciation on other items of property, plant and equipment is calculated using the straight-line method to allocate their depreciable amounts over their estimated useful lives as follows:

	<u>Useful lives</u>
Computers and office equipment	3 – 10 years
Tools and machinery	5 – 10 years
Furniture, electrical and fittings	5 – 10 years
Renovation and signboard	10 years
Automobiles	5 years

The residual values, estimated useful lives and depreciation method of property, plant and equipment are reviewed, and adjusted as appropriate, at each reporting date. The effects of any revision are recognised in profit or loss when the changes arise.

Construction-in-progress represents the cost of building under construction. When construction-in-progress are completed and are ready for their intended use, they are recognised as property, plant and equipment and depreciated over their useful lives.

Fully depreciated property, plant and equipment still in use are retained in the financial statements.

(c) Subsequent expenditure

Subsequent expenditure relating to property, plant and equipment that has already been recognised is added to the carrying amount of the asset only when it is probable that future economic benefits associated with the item will flow to the entity and the cost of the item can be measured reliably. All other repair and maintenance expenses are recognised in profit or loss when incurred.

(d) Disposal

On disposal of an item of property, plant and equipment, the difference between the disposal proceeds and its carrying amount is recognised in profit or loss within “Other (losses)/gains – net”.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. Material Accounting Policy Information (Continued)

2.11 INTANGIBLE ASSETS

(a) *Goodwill*

Goodwill on acquisitions of subsidiary corporations and businesses, represents the excess of (i) the sum of the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over (ii) the fair value of the identifiable net assets acquired. Goodwill on subsidiary corporations is recognised separately as intangible assets and carried at cost less accumulated impairment losses.

Gains and losses on the disposal of subsidiary corporations include the carrying amount of goodwill relating to the entity sold.

(b) *Customer relationship and licence*

Customer relationship and licence are initially recognised at cost and are subsequently carried at cost less accumulated amortisation and accumulated impairment losses. These costs are amortised to profit or loss using the straight-line method over 6 years, which is the shorter of their estimated useful lives and periods of contractual rights.

2.12 INVESTMENTS IN SUBSIDIARY CORPORATIONS AND ASSOCIATED COMPANY

Investments in subsidiary corporations and associated company are carried at cost less accumulated impairment losses in the Company's statement of financial position. On disposal of such investments, the difference between disposal proceeds and the carrying amounts of the investments are recognised in profit or loss.

2.13 IMPAIRMENT OF NON-FINANCIAL ASSETS

(a) *Goodwill*

Goodwill recognised separately as an intangible asset is tested for impairment annually and whenever there is indication that the goodwill may be impaired.

For the purpose of impairment testing of goodwill, goodwill is allocated to each of the Group's cash-generating units ("CGU") expected to benefit from synergies arising from the business combination.

An impairment loss is recognised when the carrying amount of a CGU, including the goodwill, exceeds the recoverable amount of the CGU. The recoverable amount of a CGU is the higher of the CGU's fair value less cost to sell and value-in-use.

The total impairment loss of a CGU is allocated first to reduce the carrying amount of goodwill allocated to the CGU and then to the other assets of the CGU pro-rata on the basis of the carrying amount of each asset in the CGU.

An impairment loss on goodwill is recognised as an expense and is not reversed in a subsequent period.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. Material Accounting Policy Information (Continued)

2.13 IMPAIRMENT OF NON-FINANCIAL ASSETS (CONTINUED)

(b) *Intangible assets*

Property, plant and equipment

Right-of-use assets

Investments in subsidiary corporations and associated company

Intangible assets, property, plant and equipment, right-of-use assets and investments in subsidiary corporations and associated company are tested for impairment whenever there is any objective evidence or indication that these assets may be impaired.

For the purpose of impairment testing, the recoverable amount (i.e. the higher of the fair value less cost to sell and the value-in-use) is determined on an individual asset basis unless the asset does not generate cash inflows that are largely independent of those from other assets. If this is the case, the recoverable amount is determined for the CGU to which the asset belongs.

If the recoverable amount of the asset (or CGU) is estimated to be less than its carrying amount, the carrying amount of the asset (or CGU) is reduced to its recoverable amount.

The difference between the carrying amount and recoverable amount is recognised as an impairment loss in profit or loss.

For an asset other than goodwill, management assesses at the end of the reporting period whether there is any indication that an impairment recognised in prior periods may no longer exist or may have decreased. If any such indication exists, the recoverable amount of that asset is estimated and may result in a reversal of impairment loss. The carrying amount of this asset is increased to its revised recoverable amount, provided that this amount does not exceed the carrying amount that would have been determined (net of any accumulated amortisation or depreciation) had no impairment loss been recognised for the asset in prior financial years.

A reversal of impairment loss for an asset other than goodwill is recognised in profit or loss.

2.14 FINANCIAL ASSETS

(a) *Classification and measurement*

The Group classifies its financial assets at amortised costs and fair value through profit or loss (FVPL).

The classification depends on the Group's business model for managing the financial assets as well as the contractual terms of the cash flows of the financial asset.

The Group reclassifies debt instruments when and only when its business model for managing those assets changes.

At initial recognition

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at fair value through profit or loss are expensed in profit or loss.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. Material Accounting Policy Information (Continued)

2.14 FINANCIAL ASSETS (CONTINUED)

(a) *Classification and measurement (continued)*

At subsequent measurement

Debt instruments mainly comprise of cash and cash equivalents and trade and other receivables.

There are two subsequent measurement categories, depending on the Group's business model for managing the asset and the cash flow characteristics of the asset.

- **Amortised cost:** Debt instruments that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. A gain or loss on a debt instrument that is subsequently measured at amortised cost and is not part of a hedging relationship is recognised in profit or loss when the asset is derecognised or impaired. Interest income from these financial assets is included in interest income using the effective interest rate method.
- **FVPL:** Debt instruments that are held for trading as well as those that do not meet the criteria for classification as amortised cost or FVOCI are classified as FVPL. Movement in fair values and interest income is recognised in profit or loss in the period in which it arises and presented in "Other (losses)/gains – net".

(b) *Impairment*

The Group assesses on a forward-looking basis the expected credit losses associated with its debt financial assets carried at amortised cost. The impairment methodology applied depends on whether there has been a significant increase in credit risk. Note 33(b) to the financial statements details how the Group determines whether there has been a significant increase in credit risk.

For trade receivables, the Group applies the simplified approach permitted by SFRS(I) 9 *Financial Instruments*, which requires expected lifetime losses to be recognised from initial recognition of the receivables.

For cash and bank deposits and other receivables, the general 3 stage approach is applied. Credit loss allowance is based on 12-month expected credit loss if there is no significant increase in credit risk since initial recognition of the assets. If there is a significant increase in credit risk since initial recognition, lifetime expected credit loss will be calculated and recognised.

(c) *Recognition and derecognition*

Regular way purchases and sales of financial assets are recognised on trade date – the date on which the Group commits to purchase or sell the asset.

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group has transferred substantially all risks and rewards of ownership.

On disposal of debt instrument, the difference between the carrying amount and the sales proceed is recognised on profit or loss. Any amount previously recognised in other comprehensive income relating to that asset is reclassified to profit or loss.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. Material Accounting Policy Information (Continued)

2.15 TRADE AND OTHER PAYABLES

Trade and other payables represent liabilities for goods and services provided to the Group prior to the end of the financial year which are unpaid. They are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business if longer). Otherwise, they are presented as non-current liabilities.

Trade and other payables are initially recognised at fair value, and subsequently carried at amortised cost using the effective interest method.

2.16 PROVISIONS

Provisions for other liabilities and charges are recognised when the Group has a present legal or constructive obligation as a result of past events, it is more likely than not that an outflow of resources will be required to settle the obligation and the amount has been reliably estimated. Provisions are not recognised for future operating losses.

2.17 BORROWINGS

Borrowings are presented as current liabilities unless, at the end of the reporting period, the Group has the right to defer settlement of the liability for at least 12 months after the reporting date, in which case they are presented as non-current liabilities.

Covenants that the Group is required to comply with on or before the end of the reporting period are considered in classifying loan arrangements with covenants as current or non-current. Covenants that the Group is required to comply with after the reporting period do not affect the classification at the reporting date.

Borrowings are initially recognised at fair value (net of transaction costs) and subsequently carried at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption value is recognised in profit or loss over the period of the borrowings using the effective interest method.

2.18 LEASES

(a) *When the Group is the lessee:*

At the inception of the contract, the Group assesses if the contract contains a lease. A contract contains a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. Reassessment is only required when the terms and conditions of the contract are changed.

(i) *Right-of-use assets*

The Group recognises a right-of-use asset and lease liability at the date which the underlying asset is available for use. Right-of-use assets are measured at cost which comprises the initial measurement of lease liabilities adjusted for any lease payments made at or before the commencement date and lease incentives received. Any initial direct costs that would not have been incurred if the lease had not been obtained are added to the carrying amount of the right-of-use assets.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. Material Accounting Policy Information (Continued)

2.18 LEASES (CONTINUED)

(a) *When the Group is the lessee: (continued)*

(i) *Right-of-use assets (continued)*

These right-of-use assets are subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term as follows:

	<u>Useful lives</u>
Buildings	50 years
Leasehold land	Over the remaining leased terms of 72 – 84 years

(ii) *Lease liabilities*

The initial measurement of a lease liability is measured at the present value of the lease payments discounted using the interest rate implicit in the lease, if the rate can be readily determined. If that rate cannot be readily determined, the Group shall use its incremental borrowing rate.

Lease payments include the following:

- Fixed payment (including in-substance fixed payments), less any lease incentives receivables;
- Variable lease payments that are based on an index or rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under residual value guarantees;
- The exercise price of a purchase option if the Group is reasonably certain to exercise the option;
- Lease payments to be made under an extension option if the Group is reasonably certain to exercise the option; and
- Payment of penalties for terminating the lease, if the lease term reflects the Group exercising that option.

For a contract that contain both lease and non-lease components, the Group allocates the consideration to each lease component on the basis of the relative stand-alone prices of the lease and non-lease components. The Group has elected to not separate lease and non-lease components for property leases and account these as one single lease component.

Lease liabilities are measured at amortised cost using the effective interest method. Lease liabilities shall be remeasured when:

- There is a change in future lease payments arising from changes in an index or rate;
- There is a change in the Group's assessment of whether it will exercise an extension option; or
- There is a modification in the scope or the consideration of the lease that was not part of the original term.

Lease liabilities are remeasured with a corresponding adjustment to the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. Material Accounting Policy Information (Continued)

2.18 LEASES (CONTINUED)

(a) *When the Group is the lessee: (continued)*

(iii) *Short term and low value leases*

The Group has elected to not recognise right-of-use assets and lease liabilities for short-term leases that have lease terms of 12 months or less and leases of low value leases, except for sublease arrangements. Lease payments relating to these leases are expensed to profit or loss on a straight-line basis over the lease term.

(iv) *Variable lease payments*

Variable lease payments that are not based on an index or a rate are not included as part of the measurement and initial recognition of the lease liability. The Group shall recognise those lease payments in profit or loss in the periods that triggered those lease payments.

(b) *When the Group is the lessor:*

The Group lease premise under finance lease and operating lease to a non-related party.

Lessor – Subleases

In classifying a sublease, the Group as an intermediate lessor classifies the sublease as a finance or an operating lease with reference to the right-of-use asset arising from the head lease, rather than the underlying asset.

When the sublease is assessed as a finance lease, the Group derecognises the right-of-use asset relating to the head lease that it transfers to the sublessee and recognised the net investment in the sublease within “Trade and other receivables”. Any differences between the right-of-use asset derecognised and the net investment in sublease is recognised in profit or loss. The lease liability relating to the head lease is retained in the statement of financial position, which represents the lease payments owed to the head lessor.

When the sublease is assessed as an operating lease, the Group recognises lease income from the sublease in profit or loss within “Other income”. The right-of-use asset relating to the head lease is not derecognised.

2.19 SHARE CAPITAL

Ordinary shares are classified as equity. Incremental costs directly attributable to the issuance of new ordinary shares are deducted against the share capital account.

2.20 DIVIDENDS TO COMPANY'S SHAREHOLDERS

Dividends to the Company's shareholders are recognised when the dividends are approved for payment.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. Material Accounting Policy Information (Continued)

2.21 CURRENCY TRANSLATION

(a) *Functional and presentation currency*

Items included in the financial statements of each entity in the Group are measured using the currency of the primary economic environment in which the entity operates (“**functional currency**”). The financial statements are presented in Malaysia Ringgit (“**RM**”), which is the functional currency of the Company.

(b) *Transactions and balances*

Transactions in a currency other than the functional currency (“**foreign currency**”) are translated into the functional currency using the exchange rates at the dates of the transactions. Currency exchange differences resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at the closing rate at the reporting date are recognised in profit or loss. Monetary items include primarily financial assets and financial liabilities. However, in the consolidated financial statements, currency translation differences arising from borrowings in foreign currencies and other currency instruments designated and qualifying as net investment hedges and net investment in foreign operations, are recognised in other comprehensive income and accumulated in the currency translation reserve.

When a foreign operation is disposed of or any loan forming part of the net investment of the foreign operation is repaid, a proportionate share of the accumulated currency translation differences is reclassified to profit or loss, as part of the gain or loss on disposal.

All other foreign exchange gains and losses impacting profit or loss are presented in the statement of comprehensive income within “Other (losses)/gains – net”.

Non-monetary items measured at fair values in foreign currencies are translated using the exchange rates at the date when the fair values are determined.

(c) *Translation of Group entities’ financial statements*

The results and financial position of all the Group entities (none of which has the currency of a hyperinflationary economy) that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

- (i) assets and liabilities are translated at the closing exchange rates at the reporting date;
- (ii) income and expenses are translated at average exchange rates (unless the average is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated using the exchange rates at the dates of the transactions); and
- (iii) all resulting currency translation differences are recognised in other comprehensive income and accumulated in the currency translation reserve. These currency translation differences are reclassified to profit or loss on disposal or partial disposal with loss of control of the foreign operation.

Goodwill and fair value adjustments arising on the acquisition of foreign operations are treated as assets and liabilities of the foreign operations and translated at the closing rates at the reporting date.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. Material Accounting Policy Information (Continued)

2.22 SEGMENT REPORTING

Operating segments are reported in a manner consistent with the internal reporting provided to the Group's chief operating decision-maker whose members are responsible for allocating resources and assessing performance of the operating segments.

2.23 FINANCIAL GUARANTEES

The Company has issued corporate guarantees to banks for bank borrowings of its subsidiary corporations. These guarantees are financial guarantees as they require the Company to reimburse the banks if the subsidiary corporations fail to make principal or interest payments when due in accordance with the terms of their borrowings. Intra-group transactions are eliminated on consolidation.

Financial guarantee contracts are initially measured at fair value and subsequently measured at the higher of:

- (a) amount initially recognised less the cumulative amount of income recognised in accordance with the principles of SFRS(I) 15 Revenue from Contracts with Customers; and
- (b) the amount of expected loss allowance computed using the impairment methodology under Note 2.14 to the financial statements.

2.24 NON-CURRENT ASSETS (OR DISPOSAL GROUPS) HELD-FOR-SALE AND DISCONTINUED OPERATIONS

Non-current assets (or disposal groups) are classified as assets held-for-sale if their carrying amount is recovered principally through a sale transaction rather than through continuing use. They are measured at the lower of carrying amount and fair value less costs to sell. The assets are not depreciated or amortised while they are classified as held-for-sale. Equity accounting ceases when the investment in associates are classified as held-for-sale. Any impairment loss on initial classification and subsequent measurement is recognised as an expense. Any subsequent increase in fair value less costs to sell (not exceeding the accumulated impairment loss previously recognised) is recognised in profit or loss.

A discontinued operation is a component of an entity that either has been disposed of, or that is classified as held-for-sale and:

- (a) represents a separate major line of business or geographical area of operations; or
- (b) is part of a single co-ordinated plan to dispose of a separate major line of business or geographical area of operations;
or
- (c) is a subsidiary acquired exclusively with a view to resale.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

3. Critical Accounting Estimates, Assumptions and Judgements

Estimates, assumptions and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under circumstances.

(a) Depreciation of property, plant and equipment

Property, plant and equipment are depreciated on a straight-line basis over their estimated useful lives. Management estimates the useful lives of these property, plant and equipment, except for right-of-use assets, to be within 3 to 10 years.

The carrying amounts of the Group's property, plant and equipment as at 31 March 2026 is RM44,149,551 (2025: RM41,998,494). Changes in the expected level of usage and technological developments could impact the economic useful lives and the residual values of these assets, therefore future depreciation charges could be revised.

If the actual useful lives of these property, plant and equipment had been 10% higher from management's estimates, the carrying amount of the property, plant and equipment would be an estimated RM589,494 (2025: RM515,349) lower.

The carrying amount of the Group's property, plant and equipment is disclosed in Note 18 to the financial statements.

(b) Expected credit losses on trade receivables

Expected credit losses ("ECL") on trade receivables is probability-weighted estimates of credit losses which are determined by evaluating a range of possible outcomes and taking into account past events, current conditions and assessment of future economic conditions.

The Group measured the loss allowance of trade receivables at an amount equal to lifetime ECL by making debtor-specific assessment. A considerable amount of judgement is required in assessing the ECL which are determined by referencing to the Group's historical information and loss experience, customers' ability to pay and adjusted with forward-looking information. The information about the ECL on the Group's trade receivables is disclosed in Note 33(b) to the financial statements. The Group also evaluates the ECL on customers in financial difficulty separately. No loss allowance for trade receivables is recognised for the financial years ended 31 March 2026 and 2025.

The carrying amounts of trade receivables is disclosed in Note 13 to the financial statements.

(c) Leases

The application of SFRS(I) 16 *Leases* requires the Group to exercise judgement and estimates in applying transition options and practical expedients, and in the determination of key assumptions used in measuring the lease liabilities. Key assumptions include lease terms and discount rates on the lease payments.

In determining the lease term, the Group considers all relevant facts and circumstances that create an economic incentive for the Group to exercise an extension option, or not to exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the Group is reasonably certain to exercise an option to extend the lease, or not to exercise an option to terminate the lease.

The lease payments are discounted using the rate implicit in the lease or the Group's incremental borrowing rate. This requires the Group to estimate the rate of interest that it would have to pay to borrow the funds to obtain a similar asset over a similar term.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

3. Critical Accounting Estimates, Assumptions and Judgements (Continued)

(c) Leases (continued)

The incremental borrowing rate applied to lease liabilities as at 31 March 2026 ranged from 2.05% to 6.71% (2025: 2.05% to 6.71%) for leases of office space and buildings for the purpose of back office operation, car showrooms, warehouse and service centres. The carrying amount of lease liabilities of the Group as at 31 March 2026 was RM28,552,346 (2025: RM31,200,099) and is disclosed in Note 25 to the financial statements.

Changes in these assumptions may significantly impact the measurement of the lease liabilities. The accounting policies for leases are stated in Note 2.18 to the financial statements.

4. Revenue

(a) Disaggregation of revenue from contracts with customers

	At a point in time	
	Group	
	2026	2025
	RM	RM
Manufacturing		
Sales of NVH components and other non-NVH components	61,744,378	72,612,511
Dealership		
Sales of automobiles	226,727,944	262,074,072
After-sales automobile services	46,493,478	49,672,989
Incentives received from distributors	5,046,577	5,939,683
Handling fees	1,094,777	1,289,877
Agency fee income	901,003	1,036,205
	280,263,779	320,012,826
	342,008,157	392,625,337

(b) Trade receivables from contracts with customers

	Group		
	31 March		1 April
	2026	2025	2024
	RM	RM	RM
Trade receivables from contracts with customers	17,627,715	16,645,018	23,972,029

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

5. Expenses by Nature

	Group	
	2026	2025
	RM	RM
Bank charges and commission	258,491	269,442
Changes in inventories	(4,629,342)	10,505,162
Depreciation of property, plant and equipment (Note 18)	6,564,344	5,751,864
Depreciation of right-of-use assets (Note 19)	6,285,959	6,132,820
Directors' fee paid to directors of the Company	490,262	513,000
Employee compensation (Note 6)	17,324,575	17,819,740
Entertainment	677,393	790,929
Fees on audit services paid/payable to:		
- Auditor of the Company	217,870	278,551
- Other auditors	177,197	164,400
	395,067	442,951
Fees on non-audit services paid/payable to auditor of the Company	100,385	79,655
Freight charges	2,177,173	2,840,534
Import duty	267,770	657,493
Insurance	953,239	1,100,589
Printing and stationery	281,546	267,354
Production expenses	517,327	651,221
Professional fees	526,499	1,021,271
Purchases of:		
- Automobiles	222,587,039	247,378,603
- Automobile parts and accessories	25,226,119	25,448,479
- Raw materials	30,803,875	31,419,963
	278,617,033	304,247,045
Rental expenses on short-term leases (Note 19(a)(iii))	372,101	370,314
Repairs and maintenance	3,492,759	4,112,481
Testing, research and development	67,048	79,758
Sales commission	7,056,225	7,147,776
Security charges	617,341	573,819
Sponsorship fee	181,363	190,785
Stamp duty	70,129	75,510
Sub-contractors	4,069,588	5,227,866
Transportation expenses	1,176,315	1,380,167
Travelling and accommodation	455,904	539,472
Utilities	2,508,210	2,634,644
Others	4,813,958	3,743,591
Total cost of sales, selling and distribution and administrative expenses	335,688,662	379,167,253

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

6. Employee Compensation

	Group	
	2026	2025
	RM	RM
Wages and salaries	15,431,243	15,899,447
Employer's contribution to defined contribution plans	1,641,653	1,672,646
Other short-term benefit	251,679	247,647
	17,324,575	17,819,740

7. Other Income

	Group	
	2026	2025
	RM	RM
Interest income on:		
- Bank deposits	509,806	328,376
- Finance lease receivable (Note 19(b))	9,689	20,478
	519,495	348,854
Business development fund	–	265,000
Commission received, marketing incentive and support fee	441,655	564,444
Government grant and subsidy income	29,113	–
Insurance claim	–	1,561
Rental income – operating lease	108,000	–
Others	133,331	136,482
	712,099	967,487
	1,231,594	1,316,341

8. Other (Losses)/Gains – Net

	Group	
	2026	2025
	RM	RM
Realised currency exchange gains, net	441,310	529,935
(Loss)/Gain on disposal of property, plant and equipment	(1,416)	131,148
Gain on disposal of right-of-use assets	352,813	97,765
Gain on derecognition of right-of-use assets (Note 19(a)(v))	89,022	–
Loss on remeasurement of finance lease (Note 19(b))	(30,832)	–
Property, plant and equipment written-off ⁽¹⁾	(1,068,227)	–
Right-of-use assets written-off ⁽¹⁾	(1,792,325)	–
Loss on derecognition of financial asset, at FVPL (Note 33(e))	(177,560)	–
Write-down of inventories ⁽¹⁾ (Note 15)	(534,672)	–
	(2,721,887)	758,848

(1) On 14 March 2026, a fire incident occurred at one of the Group's premises located in Balakong, Cheras, Malaysia. Consequently, property, plant and equipment, right-of-use assets and inventories amounted to RM907,308, RM1,792,325 and RM534,672, respectively have been written-off during the financial year ended 31 March 2026.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

9. Finance Expenses

	Group	
	2026 RM	2025 RM
Interest expenses on:		
- Bank borrowings	4,549,519	4,402,791
- Lease liabilities (Note 19(a)(i))	1,188,426	1,134,314
	5,737,945	5,537,105

10. Income Taxes

(a) *Income tax expense*

	Group	
	2026 RM	2025 RM
Tax expense attributable to (loss)/profit is made up of:		
- (Loss)/Profit for the financial year:		
Current income tax - Foreign	1,519,354	2,775,023
Deferred income tax (Note 26)	(207,698)	652,662
Real property gain tax	–	(44,847)
	1,311,656	3,382,838
- (Over)/Under provision in prior financial years:		
Current income tax – Foreign	(136,499)	(379,855)
Deferred income tax (Note 26)	(406,781)	77,551
	(543,280)	(302,304)
	768,376	3,080,534

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

10. Income Taxes (Continued)

(a) Income tax expense (Continued)

The tax on the Group's (loss)/profit before income tax differs from the theoretical amount that would arise using the Malaysia standard rate of income tax is as follows:

	Group	
	2026	2025
	RM	RM
(Loss)/Profit before income tax	(937,455)	10,047,963
Tax calculated at tax rate of 24% (2025: 24%)	(224,989)	2,411,511
Effects of:		
- Different tax rates in other countries	(80,295)	(133,264)
- Expenses not deductible for tax purposes	1,649,029	1,197,368
- Income not subject to tax	(60,496)	(46,464)
- Income subject to real property gain tax	–	(44,847)
- Deferred tax asset not recognised	35,409	17,343
- Utilisation of deferred tax assets previously not recognised	(7,002)	(18,809)
- Over provision in prior financial years	(543,280)	(302,304)
Tax charge	768,376	3,080,534

The Group has deductible temporary differences, unutilised tax losses and unabsorbed capital allowance of approximately RM591,524 (2025: RM62,136), RM934,155 (2025: RM567,038) and RM562,560 (2025: RM281,928) respectively at the reporting date which can be carried forward and used to offset against future taxable income subject to meeting certain statutory requirements in Malaysia. The tax losses will expire in 2030 to 2036 (2025: 2030 to 2034).

(b) Movement in current income tax liabilities and tax recoverable

	Group	
	2026	2025
	RM	RM
Beginning of financial year	(621,844)	(145,087)
Income tax paid	(2,421,797)	(2,908,400)
Income tax refunded	1,277,262	36,475
Tax expense	1,519,354	2,775,023
Over provision in prior financial year	(136,499)	(379,855)
End of financial year	(383,524)	(621,844)
Presented as:		
Tax recoverable	(572,883)	(743,519)
Current income tax liabilities	189,359	121,675
	(383,524)	(621,844)

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

11. (Loss)/Earnings Per Share

- (a) Basic (loss)/earnings per share is calculated by dividing the net profit attributable to equity holders of the Company by the weighted average number of ordinary shares outstanding during the financial year.
- (b) Diluted (loss)/earnings per share is calculated by dividing the net profit attributable to equity holders of the Company by the weighted average number of ordinary shares outstanding are adjusted for the effects of all dilutive potential ordinary shares during the financial year.

There were no dilutive potential ordinary shares during the financial years ended 31 March 2026 and 2025 respectively.

Basic and diluted (loss)/earnings per share attributable to equity holders of the Company is calculated as below:

	Group	
	2026	2025
Net (loss)/profit attributable to equity holders of the Company (RM)	(1,722,798)	6,492,251
Weighted average number of ordinary shares outstanding for basic and diluted earnings per share	119,523,315	119,523,315
Basic and diluted (loss)/earnings per share (RM cents per share)	(1.44)	5.43

12. Cash and Cash Equivalents

	Group		Company	
	2026	2025	2026	2025
	RM	RM	RM	RM
Cash and bank balances	14,628,702	13,525,957	242,522	617,689
Fixed deposits	6,644,232	6,781,652	–	–
	21,272,934	20,307,609	242,522	617,689

For the purpose of presenting the consolidated statement of cash flows, cash and cash equivalents comprise the following:

	Group	
	2026	2025
	RM	RM
Cash and bank balances (as above)	21,272,934	20,307,609
Less: Bank overdrafts (Note 24)	(3,808,671)	(2,003,685)
Less: Fixed deposits pledged	(6,644,232)	(5,742,510)
Cash and cash equivalents per consolidated statement of cash flows	10,820,031	12,561,414

Fixed deposits are pledged in relation to the security granted for certain borrowings (Note 24).

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

13. Trade and Other Receivables

	Group		Company	
	2026	2025	2026	2025
	RM	RM	RM	RM
Current				
Trade receivables				
- Non-related parties	17,627,715	16,645,018	-	-
Other receivables				
- Non-related parties	2,213,453	1,231,288	-	-
- Subsidiary corporations	-	-	997,774	706,581
- GST receivable	18,575	15,469	18,575	15,469
- Staff loans	31,028	50,114	-	-
	2,263,056	1,296,871	1,016,349	722,050
Advance payments to suppliers ^(a)	5,461,924	2,584,695	-	-
Finance lease receivable ^(b)				
(Note 19(b))	131,434	299,573	-	-
Deposits	1,846,051	1,724,386	-	1,794
Prepayments	1,361,531	1,740,512	51,597	54,054
	28,691,711	24,291,055	1,067,946	777,898
Non-current				
Finance lease receivable ^(b)				
(Note 19(b))	-	144,504	-	-
	28,691,711	24,435,559	1,067,946	777,898

Other receivables from subsidiary corporations and staff loans are unsecured, interest-free and receivable on demand.

(a) Advance payments to suppliers relate to payment made in advance for the acquisition of tools and machinery.

(b) The finance lease receivable relates to a sub-lease which was classified as finance lease as disclosed in Note 19(b) to the financial statements.

14. Tax Recoverable

This is in respect of tax paid in advance to the Inland Revenue Board of Malaysia.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

15. Inventories

	Group	
	2026 RM	2025 RM
Raw materials	5,674,048	4,321,036
Finished goods:		
- Automobiles	21,418,366	18,274,075
- Automobile parts and accessories	4,369,125	4,771,758
	25,787,491	23,045,833
	31,461,539	27,366,869

The cost of inventories recognised as an expense and included in “Cost of sales” amounted to RM274,522,363 (2025: RM314,752,207).

During the financial year ended 31 March 2026, the Group recognised a write-down of inventories of RM534,672 which is included within “Other (losses)/gains – net” in the consolidated statement of comprehensive income.

16. Non-Current Asset Classified as Held-for-Sale

On 19 November 2025, the Company received a notice from Hanamaru Co., Ltd. (“**HCL**”) of its intention to purchase the 20% equity interests in Hanamaru Auto Trading (Malaysia) Sdn. Bhd. (“**HAT**”) held by the Company. On 26 January 2026, the Company responded with a notice to HCL expressing its intention to dispose of the equity interests, and cancelled the call options it held over the shares in HAT. Upon cancellation, the carrying amount of the call options was derecognised and a loss of RM177,560 was recognised in profit or loss (Note 8).

Following the exchange of notices, management became committed to a plan to dispose of the entire 20% equity interests, and the sale was considered highly probable and expected to be completed within twelve months. Accordingly, the investment in HAT met the criteria to be classified as held-for-sale under SFRS(I) 5 *Non-current Assets Held-for-Sale and Discontinued Operations* as at 31 March 2026. Equity accounting for the associated company ceased from the date of classification, and the investment was measured at the lower of its carrying amount and fair value less costs to sell. No impairment loss arose on reclassification as the carrying amount was lower than fair value less costs to sell (Note 22). The investment held-for-sale is presented separately as a current asset in the statements of financial position.

On 15 May 2026, subsequent to the reporting date, the Company entered into a share sale agreement with HCL to dispose of the 20% equity interests for a total cash consideration of RM1,030,000 (the “**Disposal**”). The Disposal was completed on 23 June 2026, following which the Company ceased to hold any equity interests in HAT.

Detail of the asset classified as held-for-sale was as follows:

	Group	Company
	2026 RM	2026 RM
Investment in an associated company (Note 22)	986,986	919,248

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

17. Financial Asset, at FVPL

	Group			
	Carrying value		Fair value	
	2026 RM	2025 RM	2026 RM	2025 RM
<i>Financial assets at FVPL:</i>				
Call options – Hanamaru Auto Trading (Malaysia) Sdn. Bhd. (Note 22)	–	177,560	–	177,560

18. Property, Plant and Equipment

	Computers and office equipment	Tools and machinery	Furniture, electrical and fittings	Renovation and signboard	Construction in progress	Automobiles	Total
	RM	RM	RM	RM	RM	RM	RM
Group							
2026							
<i>Cost</i>							
Beginning of financial year	3,509,874	42,432,205	5,812,795	17,921,767	418,758	517,230	70,612,629
Additions	172,399	4,602,310	243,058	821,420	2,244,780	1,948,392	10,032,359
Disposals	(7,092)	(46,994)	(7,500)	–	–	(816,865)	(878,451)
Written-off	(44,258)	(4,902,578)	(341,886)	(927,792)	–	–	(6,216,514)
Reclassification	20,000	–	181,310	312,745	(514,055)	–	–
Reclassified from right-of-use assets (Note 19)	–	–	–	–	–	1,233,685	1,233,685
End of financial year	3,650,923	42,084,943	5,887,777	18,128,140	2,149,483	2,882,442	74,783,708
<i>Accumulated depreciation</i>							
Beginning of financial year	1,666,098	18,015,975	2,206,656	6,208,178	–	517,228	28,614,135
Depreciation charge (Note 5)	365,478	4,035,468	587,050	1,496,031	–	80,317	6,564,344
Disposals	(3,205)	(24,547)	(1,750)	–	–	(491,715)	(521,217)
Written-off	(24,989)	(4,320,086)	(276,895)	(526,317)	–	–	(5,148,287)
Reclassified from right-of-use assets (Note 19)	–	–	–	–	–	1,125,182	1,125,182
End of financial year	2,003,382	17,706,810	2,515,061	7,177,892	–	1,231,012	30,634,157
Net book value							
End of financial year	1,647,541	24,378,133	3,372,716	10,950,248	2,149,483	1,651,430	44,149,551

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

18. Property, Plant and Equipment (Continued)

	Computers and office equipment	Tools and machinery	Furniture, electrical and fittings	Renovation and signboard	Construction in progress	Automobiles	Total
	RM	RM	RM	RM	RM	RM	RM
Group							
2025							
<i>Cost</i>							
Beginning of financial year	2,973,651	35,498,691	3,542,507	16,072,155	31,500	1,068,830	59,187,334
Additions	646,794	7,001,264	2,322,067	2,072,531	418,758	–	12,461,414
Disposals	(110,571)	(67,750)	(51,779)	(222,919)	(31,500)	(551,600)	(1,036,119)
End of financial year	3,509,874	42,432,205	5,812,795	17,921,767	418,758	517,230	70,612,629
<i>Accumulated depreciation</i>							
Beginning of financial year	1,410,561	14,442,360	1,765,015	4,895,303	–	1,068,826	23,582,065
Depreciation charge (Note 5)	319,015	3,606,334	450,562	1,375,953	–	–	5,751,864
Disposals	(63,478)	(32,719)	(8,921)	(63,078)	–	(551,598)	(719,794)
End of financial year	1,666,098	18,015,975	2,206,656	6,208,178	–	517,228	28,614,135
Net book value							
End of financial year	1,843,776	24,416,230	3,606,139	11,713,589	418,758	2	41,998,494

- (a) Right-of-use assets acquired under leasing arrangement are reclassified and presented in Note 19 to the financial statements.
- (b) Bank borrowings are secured on certain property, plant and equipment of the Group with carrying amounts of RM17,745,944 (2025: RM10,738,488) (Note 24(a)(ii)).

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

19. Right-of-Use Assets

	Premises RM	Buildings RM	Leasehold land RM	Automobiles RM	Total RM
Group					
2026					
<i>Cost</i>					
Beginning of financial year	40,060,566	23,679,935	16,379,046	9,085,163	89,204,710
Additions	1,463,422	–	–	2,689,487	4,152,909
Disposals	–	–	–	(1,187,779)	(1,187,779)
Derecognition (Note 19(a)(v))	(6,148,340)	–	–	(148,279)	(6,296,619)
Written-off	–	(2,235,072)	–	–	(2,235,072)
Reclassification	–	5,707	(5,707)	–	–
Reclassified to property, plant and equipment ⁽¹⁾ (Note 18)	–	–	–	(1,233,685)	(1,233,685)
Remeasurement (Note 19(a)(vi))	(77,050)	–	–	–	(77,050)
End of financial year	35,298,598	21,450,570	16,373,339	9,204,907	82,327,414
<i>Accumulated depreciation</i>					
Beginning of financial year	17,292,723	1,796,277	1,906,013	3,785,439	24,780,452
Depreciation charge (Note 5)	3,387,405	500,855	499,751	1,897,948	6,285,959
Disposals	–	–	–	(814,808)	(814,808)
Derecognition (Note 19(a)(v))	(5,306,685)	–	–	(137,220)	(5,443,905)
Written-off	–	(442,747)	–	–	(442,747)
Reclassification	–	5,707	(5,707)	–	–
Reclassified to property, plant and equipment ⁽¹⁾ (Note 18)	–	–	–	(1,125,182)	(1,125,182)
End of financial year	15,373,443	1,860,092	2,400,057	3,606,177	23,239,769
Net book value					
End of financial year	19,925,155	19,590,478	13,973,282	6,528,400	59,087,645
2025					
<i>Cost</i>					
Beginning of financial year	35,481,901	22,884,892	17,229,339	7,118,160	82,714,292
Additions	5,582,377	–	–	3,084,412	8,666,789
Disposals	(1,003,712)	(55,250)	–	(1,117,409)	(2,176,371)
Reclassification	–	850,293	(850,293)	–	–
End of financial year	40,060,566	23,679,935	16,379,046	9,085,163	89,204,710
<i>Accumulated depreciation</i>					
Beginning of financial year	14,723,038	1,347,969	1,389,143	2,837,993	20,298,143
Disposals	(1,003,712)	–	–	(646,799)	(1,650,511)
Depreciation charge (Note 5)	3,573,397	448,308	516,870	1,594,245	6,132,820
End of financial year	17,292,723	1,796,277	1,906,013	3,785,439	24,780,452
Net book value					
End of financial year	22,767,843	21,883,658	14,473,033	5,299,724	64,424,258

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

19. Right-of-Use Assets (Continued)

- (1) Certain automobiles were previously acquired under hire purchase arrangements and were recognised as right-of-use assets in accordance with SFRS(I) 16 *Leases*. During the financial year ended 31 March 2026, the related hire purchase arrangements were fully settled and ownership of the automobiles was transferred to the Group. As the Group obtained legal title to these assets and the underlying leases came to an end, the assets no longer met the definition of right-of-use assets.

Accordingly, the net carrying amount of RM108,503 was reclassified from right-of-use assets to property, plant and equipment (Note 18) at the date ownership transferred. The reclassification represents a transfer between asset categories and had no impact on profit or loss. Following the reclassification, the automobiles are measured and depreciated as owned property, plant and equipment under SFRS(I) 1-16 *Property, Plant and Equipment*.

Bank borrowings are secured on leasehold land and buildings of the Group with carrying amounts of RM33,563,760 (2025: RM36,356,691) (Note 24(a)(ii)).

- (a) *The Group as a lessee*

Premises

The Group leases office space and buildings for the purposes of back-office operation, car showrooms, warehouse and service centres respectively.

Automobiles

The Group leases automobiles for business operation purposes.

The Group make monthly lease payments for the assets above. There are no externally imposed covenants on these agreements.

- (i) *Interest expense*

	Group	
	2026 RM	2025 RM
Interest expense on lease liabilities (Note 9)	1,188,426	1,134,314

- (ii) *Cash flows*

	Group	
	2026 RM	2025 RM
Total cash outflows for all the leases	7,290,026	7,056,891

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

19. Right-of-Use Assets (Continued)

(a) The Group as a lessee (continued)

(iii) Lease expense not capitalised in lease liabilities

	Group	
	2026 RM	2025 RM
Lease expense – short-term leases (Note 5)	372,101	370,314

(iv) Future cash outflow which are not capitalised in lease liabilities

Extension options

The leases for certain buildings contain extension periods, for which the related lease payments had been included in lease liabilities as the Group is reasonably certain to exercise these extension option. The Group negotiates extension options to optimise operational flexibility in terms of managing the assets used in the Group's operations. The majority of the extension options are exercisable by the Group and not by the lessor.

As at 31 March 2026, potential future (undiscounted) cash outflows of approximately RM696,960 (2025: RM Nil) have not been included in lease liabilities because it is not reasonably certain that the leases will be extended.

(v) Derecognition

During the financial year ended 31 March 2026, the Group derecognised right-of-use assets and the corresponding lease liabilities in respect of leases of premises and automobiles that expired during the financial year. These included leases with an initial term of three years and an option to extend for a further three years, which were previously assessed as reasonably certain to be exercised and included in the lease terms. As the extension options were not exercised and those leases expired at the end of their initial terms, the lease liabilities were remeasured to reflect the revised lease terms and adjusted against the right-of-use assets, with the excess of RM89,022 recognised in profit or loss (Note 8). The right-of-use assets derecognised had a net carrying amount of RM852,714.

(vi) Lease modification

During the financial year ended 31 March 2026, the Group renegotiated certain leases of premises, resulting in a downward revision of the monthly rental payable. As this modification did not increase the scope of the leases and the reduced consideration was not commensurate with a stand-alone price for an additional right of use, it was not accounted for as a separate lease.

The Group remeasured the affected lease liabilities by discounting the revised lease payments using revised discount rates, with a corresponding adjustment of RM77,050 made to reduce the carrying amount of the right-of-use assets relating to premises. No gain or loss was recognised in profit or loss as a result of the remeasurement.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

19. Right-of-Use Assets (Continued)

(b) *The Group as an intermediate lessor*

Sub-lease – classified as finance lease

The Group sub-lease its right-of-use of the premise to a non-related party and is classified as finance lease because the sub-lease is for the entire remaining lease term of the head lease.

The right-of-use asset relating to the head lease with sub-lease classified as finance lease is derecognised. The net investment in the sub-lease is recognised under “Trade and other receivables” (Note 13).

Finance income on the net investment in sub-lease during the financial year is RM9,689 (2025: RM20,478) (Note 7).

The following table shows the maturity analysis of the undiscounted lease payments to be received:

	Group	
	2026	2025
	RM	RM
Less than one year	132,500	310,050
One to two years	–	145,750
Total undiscounted lease payments	132,500	455,800
Less: Unearned finance income	(1,066)	(11,723)
Net investment in finance lease	131,434	444,077
Current (Note 13)	131,434	299,573
Non-current (Note 13)	–	144,504
Total	131,434	444,077

In the prior financial year ended 31 March 2025, the net investment in the finance lease was measured on the basis that the lessee was reasonably certain to exercise the extension option, with the lease payments receivable during the extension period estimated to incorporate a 10% increase in the monthly rental.

During the current financial year ended 31 March 2026, the lessee exercised the extension option with no change to the monthly rental. Accordingly, the Group remeasured its net investment in the finance lease to reflect the lease payments receivable over the extended term, resulting in a reduction of RM30,832, which was recognised in profit or loss (Note 8).

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

20. Intangible Assets

	Group	
	2026	2025
	RM	RM
<u>Composition:</u>		
Goodwill (Note (a))	376,541	376,541
Customer relationship (Note (b))	–	–
Licence (Note (c))	–	–
	376,541	376,541

(a) Goodwill

	Group	
	2026	2025
	RM	RM
<u>Cost and carrying amount</u>		
Beginning and end of financial year	376,541	376,541

The goodwill of RM376,541 is allocated to the Dealership business where the operations are located in Malaysia.

Impairment test for goodwill

In assessing whether an impairment is required, the carrying amount of the CGU is compared with its recoverable amount. The recoverable amount of the CGU was determined based on value-in-use. The value-in-use is determined based on financial budgets approved by management covering a five-year period using the growth rate stated below.

Key assumptions used for value-in-use calculations:

	Dealership business	
	2026	2025
	%	%
Growth rate ⁽¹⁾	3.0	5.0
Discount rate ⁽²⁾	14.9	14.0

(1) Revenue growth rate used for extrapolation of future revenue for the five-year period

(2) Pre-tax discount rate applied to pre-tax cash flow projection

These assumptions were used for the analysis of the CGU. The management estimates discount rate using pre-tax rates that reflect current market assessments of the time value of money and the risks specific to the CGU. The growth rate is based on past performance and expectations on market development.

Based on the five-year projected cash flow, the recoverable amount of the CGU exceeds its carrying amount. If the management's estimated growth rate used in the value-in-use calculation for this CGU had declined by 1%, or the estimated pre-tax discount rate applied to the discounted cash flows for this CGU had been decreased at 13% (2025: 14%), the recoverable amount of the CGU would equal to the carrying amount.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

20. Intangible Assets (Continued)

(b) Customer relationship

	Group	
	2026 RM	2025 RM
<i>Cost</i>		
Beginning and end of financial year	98,909	98,909
<i>Accumulated amortisation</i>		
Beginning and end of financial year	98,909	98,909
Net book value		
End of financial year	–	–

(c) Licence

	Group	
	2026 RM	2025 RM
<i>Cost</i>		
Beginning and end of financial year	3,878,545	3,878,545
<i>Accumulated amortisation</i>		
Beginning and end of financial year	3,878,545	3,878,545
Net book value		
End of financial year	–	–

21. Investments in Subsidiary Corporations

	Company	
	2026 RM	2025 RM
<i>Equity investment at cost</i>		
Beginning and end of financial year	26,094,134	26,094,134

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

21. Investments in Subsidiary Corporations (Continued)

The Group has the following subsidiary corporations as at 31 March 2026 and 2025:

Name	Country of business/ incorporation	Principal activities	Proportion of ordinary shares held by the Group		Proportion of ordinary shares held by non-controlling interests	
			2026	2025	2026	2025
			%	%	%	%
<u>Held by the Company</u>						
MeMG Pte. Ltd. (“MeMG”) ⁽¹⁾	Singapore	Investment holding	100	100	-	-
MeAG Pte. Ltd. (“MeAG”) ⁽¹⁾	Singapore	Investment holding	100	100	-	-
<u>Held by MeMG Pte. Ltd.</u>						
Menang Nusantara Sdn. Bhd (“MNSB”) ⁽²⁾⁽³⁾	Malaysia	Manufacturing of Noise, Vibration and Harshness (“NVH”) components and other non-NVH components	96.8	96.8	3.2	3.2
<u>Held by Menang Nusantara Sdn. Bhd.</u>						
Menang Nusantara Assembly Sdn. Bhd. (“MNASSB”) ⁽⁴⁾	Malaysia	Manufacturing of parts and accessories for motor vehicles	96.8	96.8	3.2	3.2
<u>Held by MeAG Pte. Ltd.</u>						
Menang Nusantara Holdings Sdn. Bhd. (“MNHBSB”) ⁽²⁾	Malaysia	Investment holding	100	100	-	-
<u>Held by Menang Nusantara Holdings Sdn. Bhd.</u>						
Menang Nusantara Auto Sdn. Bhd. (“MNASB”) ⁽²⁾	Malaysia	Trading of motor vehicles and providing support services relating to the business	100	100	-	-
MN Otomobil Sdn. Bhd. (“MNOSB”) ⁽²⁾	Malaysia	Trading of motor vehicles and providing support services relating to the business	100	100	-	-
MN Automart Sdn. Bhd. (“MNAMSB”) ⁽²⁾	Malaysia	Trading of motor vehicles and providing support services relating to the business	100	100	-	-

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

21. Investments in Subsidiary Corporations (Continued)

The Group has the following subsidiary corporations as at 31 March 2026 and 2025: (continued)

Name	Country of business/ incorporation	Principal activities	Proportion of ordinary shares held by the Group		Proportion of ordinary shares held by non- controlling interests	
			2026	2025	2026	2025
			%	%	%	%
Held by Menang Nusantara Holdings Sdn. Bhd. (continued)						
MN Otomart Sdn. Bhd. ("MNOMSB") ⁽²⁾	Malaysia	Trading of motor vehicles and providing support services relating to the business	100	100	-	-
MN Wheels Sdn. Bhd. ("MNWSB") ⁽²⁾	Malaysia	Trading of motor vehicles and providing support services relating to the business	100	100	-	-
MJN Motors Sdn. Bhd. ("MJNMSB") ⁽²⁾	Malaysia	Trading of motor vehicles and providing support services relating to the business	80	80	20	20
Held by MJN Motors Sdn. Bhd.						
MJN Auto Sdn. Bhd. ("MJNASB") ⁽²⁾	Malaysia	Trading of motor vehicles and providing support services relating to the business	80	80	20	20
MJN Automart Sdn. Bhd. ("MJNAMSB") ⁽²⁾	Malaysia	Trading of motor vehicles and providing support services relating to the business	80	80	20	20

(1) Audited by CLA Global TS Public Accounting Corporation, Singapore.

(2) Audited by Morison LC PLT, Malaysia. Reviewed by CLA Global TS Public Accounting Corporation for consolidation purpose.

(3) On 8 July 2024, the Group through its subsidiary corporation, MeMG Pte. Ltd. entered into a share sales agreement to dispose of its 3.2% equity interests in MNSB at a consideration of RM3,195,360. Following the disposal, the Group retains its 96.8% of equity interests in MNSB without loss of control. Details of the disposal are disclosed within "Transactions with non-controlling interests".

(4) On 6 March 2025, MNASSB a wholly owned subsidiary corporation of MNSB was incorporated in Malaysia. It is currently a dormant entity and is exempted from audit requirements under the local jurisdiction.

The Audit Committees and the Board of Directors of the Company confirmed that they are satisfied that the appointment of different auditors for its subsidiary corporations and associated company (Note 22) would not compromise the standard and effectiveness of the audit of the consolidated financial statements.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

21. Investments in Subsidiary Corporations (Continued)

Carrying value of non-controlling interests

	Group	
	2026 RM	2025 RM
MJN Motors Sdn. Bhd.	1,143,191	965,418
MJN Auto Sdn. Bhd.	615,127	667,178
MJN Automart Sdn. Bhd.	139,592	214,559
Menang Nusantara Sdn. Bhd.	1,118,286	1,180,934
Other subsidiary corporation with immaterial non-controlling interest	(314)	(146)
	3,015,882	3,027,943

Summarised financial information of subsidiary corporations with material non-controlling interests

Set out below are the summarised financial information for each subsidiary corporation that has non-controlling interests that are material to the Group. These are presented before inter-company eliminations.

Summarised statement of financial position

	MJN Motors Sdn. Bhd.		MJN Auto Sdn. Bhd.	
	2026 RM	2025 RM	2026 RM	2025 RM
Current				
Assets	13,093,252	10,204,568	3,950,608	5,675,490
Liabilities	(7,566,093)	(5,432,933)	(3,265,590)	(3,478,234)
Total current net assets	5,527,159	4,771,635	685,018	2,197,256
Non-current				
Assets	8,322,732	9,575,491	7,937,797	7,233,882
Liabilities	(8,133,938)	(9,520,038)	(5,547,180)	(6,095,248)
Total non-current net assets	188,794	55,453	2,390,617	1,138,634
Net assets	5,715,953	4,827,088	3,075,635	3,335,890

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

21. Investments in Subsidiary Corporations (Continued)

Summarised financial information of subsidiary corporations with material non-controlling interests (Continued)

Summarised statement of financial position (Continued)

	MJN Automart Sdn. Bhd.		Menang Nusantara Sdn. Bhd.	
	2026	2025	2026	2025
	RM	RM	RM	RM
Current				
Assets	5,112,141	5,896,747	31,435,052	28,306,221
Liabilities	(5,332,985)	(4,691,128)	(11,582,636)	(9,409,209)
Total current net (liabilities)/assets	(220,844)	1,205,619	19,852,416	18,897,012
Non-current				
Assets	10,526,756	9,052,351	59,170,905	61,935,921
Liabilities	(9,607,952)	(9,185,175)	(44,076,883)	(43,928,742)
Total non-current net assets/(liabilities)	918,804	(132,824)	15,094,022	18,007,179
Net assets	697,960	1,072,795	34,946,438	36,904,191

Summarised statement of comprehensive income

	MJN Motors Sdn. Bhd.		MJN Auto Sdn. Bhd.	
	2026	2025	2026	2025
	RM	RM	RM	RM
Revenue	72,033,516	82,356,636	41,199,584	66,503,898
Profit/(Loss) before income tax	1,271,793	1,283,403	(348,686)	(72,452)
Income tax (expense)/credit	(382,928)	(416,968)	88,431	(41,774)
Profit/(Loss) for the financial year	888,865	866,435	(260,255)	(114,226)
Total comprehensive income/(loss) allocated to non-controlling interests	177,773	173,287	(52,051)	(22,845)
Dividend paid to non-controlling interests	–	74,400	–	–

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

21. Investments in Subsidiary Corporations (Continued)

Summarised financial information of subsidiary corporations with material non-controlling interests (Continued)

Summarised statement of comprehensive income (Continued)

	MJN Automart Sdn. Bhd.		Menang Nusantara Sdn. Bhd.	
	2026	2025	2026	2025
	RM	RM	RM	RM
Revenue	51,554,657	55,899,499	61,744,378	72,612,511
(Loss)/Profit before income tax	(158,169)	1,008,766	(1,006,725)	5,917,551
Income tax expense	(216,666)	(62,802)	(43,928)	(1,677,270)
(Loss)/Profit for the financial year	(374,835)	945,964	(1,050,653)	4,240,281
Total comprehensive (loss)/income allocated to non-controlling interests	(74,967)	189,193	(33,620)	135,689
Dividend paid to non-controlling interests	–	–	29,028	16,320

Summarised statement of cash flows

	MJN Motors Sdn. Bhd.		MJN Auto Sdn. Bhd.	
	2026	2025	2026	2025
	RM	RM	RM	RM
Net cash provided by operating activities	1,792,256	5,983,193	1,551,267	4,004,681
Net cash (used in)/provided by investing activities	(2,814,777)	983,522	(1,325,398)	(1,362,712)
Net cash used in financing activities	(592,970)	(6,824,565)	(938,933)	(3,450,384)

	MJN Automart Sdn. Bhd.		Menang Nusantara Sdn. Bhd.	
	2026	2025	2026	2025
	RM	RM	RM	RM
Net cash (used in)/provided by operating activities	(102,962)	1,239,825	8,294,120	16,842,142
Net cash used in investing activities	(1,054,541)	(441,607)	(7,632,022)	(9,009,033)
Net cash provided by/(used in) financing activities	535,798	(78,264)	(477,312)	(4,621,074)

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

21. Investments in Subsidiary Corporations (Continued)

Transactions with non-controlling interests

Disposal of equity interests in a subsidiary corporation without loss of control

On 8 July 2024, the Group through its subsidiary corporation, MeMG Pte. Ltd. entered into a share sales agreement to dispose of its 3.2% equity interests in MNSB at a consideration of RM3,195,360. Following the disposal, the Group retain its 96.8% equity interests in MNSB without loss of control. The sale consideration was satisfied by way of cash.

The following summarise the effect of the changes in the Group's ownership interests in MNSB on the equity attributable to owners of the Company:

	Group 2025 RM
Consideration received from non-controlling interests	3,195,360
Carrying amount of equity interests in subsidiary corporation disposed	(1,061,565)
Excess of consideration received recognised in parent's equity (Note 29(b))	2,133,795

22. Investment in an Associated Company

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Beginning of financial year	1,015,698	963,903	919,248	919,248
Share of (loss)/profit	(28,712)	51,795	–	–
	986,986	1,015,698	919,248	919,248
Reclassified to non-current asset held-for-sale (Note 16)	(986,986)	–	(919,248)	–
End of financial year	–	1,015,698	–	919,248

On 19 August 2022, the Company entered into an investment agreement with HCL and HAT to acquire 20% equity interests in HAT (the **"Proposed Transaction"**). The aggregate consideration for the Proposed Transaction is RM919,248.

On 8 September 2022, the Proposed Transaction had been completed and the Company became the legal and beneficial owner of 20% of the enlarged issued and paid-up share capital of HAT which comprises 222,222 ordinary shares in Hanamaru.

Apart from the investment above, the HCL and HAT have agreed to grant the Company two call options over HAT shares to give the Company a right to subscribe for and/or acquire additional HAT shares to increase its equity interests in HAT to 34.5% and 49% respectively, should the call options be exercised. The call options are not expected to be exercised within the next 12 months.

On 19 November 2025, the Company received a notice from HCL to purchase the 20% equity interests in HAT held by the Company. As a result, the call options over the equity interests in HAT were no longer exercisable and were derecognised during the financial year ended 31 March 2026 (Notes 17 and 33(e)). Consequently, the Company is committed to disposing of its 20% equity interests, and the investment in the associated company was reclassified to non-current asset held-for-sale as at 31 March 2026 (Note 16).

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

22. Investment in an Associated Company (Continued)

There are no contingent liabilities relating to the Group's interest in the associated company.

Details of the associated company are as follows:

Name	Country of business/ incorporation	Principal activities	% of ownership interest	
			2026	2025
			%	%
Hanamaru Auto Trading (Malaysia) Sdn. Bhd. ^(a)	Malaysia	Online sales of used and salvage motor vehicles	–	20

^(a) Audited by Roy WC & Co, Malaysia.

Summarised financial information for associated company

Summarised statement of financial position

Hanamaru Auto Trading (Malaysia) Sdn. Bhd.	2026	2025
	RM	RM
Current		
Assets	2,550,494	2,810,943
Liabilities	(957,627)	(1,262,629)
Total current net assets	1,592,867	1,548,314
Non-current		
Assets	451,757	672,181
Liabilities	–	–
Total non-current net assets	451,757	672,181
Net assets	2,044,624	2,220,495

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

22. Investment in an Associated Company (Continued)

Summarised financial information for associated company (continued)

Summarised statement of comprehensive income

Hanamaru Auto Trading (Malaysia) Sdn. Bhd.	2026	2025
	RM	RM
Revenue	13,871,177	16,552,347
(Loss)/Profit before income tax	(95,817)	310,920
Income tax expenses	(4,200)	(8,400)
Total comprehensive (loss)/income, representing net (loss)/profit	(100,017)	302,520

The information above reflects the amounts presented in the financial statements of the associated company (and not the Group's share of those amounts), adjusted for differences in accounting policies between the Group and the associated company.

Reconciliation of summarised financial information

Reconciliation of the summaries financial information presented to the carrying amount of the Group's interest in the associated company, is as follows:

Hanamaru Auto Trading (Malaysia) Sdn. Bhd.	2026	2025
	RM	RM
Net tangible assets at the acquisition date	1,701,615	1,701,615
Net intangible asset at the acquisition date	217,715	217,715
Total net assets at the acquisition date	1,919,330	1,919,330
Group's equity interest	20%	20%
Group's share of net asset at the acquisition date	383,866	383,866
Goodwill on acquisition	535,382	535,382
Share of profit	98,944	118,947
Less: Amortisation of intangible asset	(31,206)	(22,497)
Share of post-acquisition profit, net	67,738	96,450
Carrying value	986,986	1,015,698

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

23. Trade and Other Payables

	Group		Company	
	2026	2025	2026	2025
	RM	RM	RM	RM
Trade payables				
- Non-related parties	12,926,563	9,095,637	-	-
Other payables				
- Non-related parties	1,207,012	1,081,956	-	-
Accruals for operating expenses	4,848,626	4,967,164	258,677	320,054
Deposits from customers	1,236,273	1,166,012	-	-
Deferred income ⁽¹⁾	782,347	460,211	-	-
	21,000,821	16,770,980	258,677	320,054

Trade payables are unsecured and are usually paid within 30 – 90 days of recognition.

- (1) The deferred income relates to advance billings to customers for development of tooling, moulds and related products that had yet to be delivered as at the end of the reporting period. The transaction price allocated to the unsatisfied performance obligation as at reporting date will be recognised as revenue according to the future automotive parts to be delivered to the customers. Revenue recognised in current financial year that was included in the deferred income balance at the beginning of the financial year amounted to RM Nil (2025: RM1,227,986).

24. Borrowings

	Group	
	2026	2025
	RM	RM
<i>Current</i>		
Bank overdrafts (Note 12)	3,808,671	2,003,685
Bill payables	12,428,757	9,171,181
Term loans	5,935,232	5,026,047
	22,172,660	16,200,913
<i>Non-current</i>		
Term loans	50,523,532	49,683,460
Total borrowings	72,696,192	65,884,373

The Group's borrowings are subject to floating interest rate primarily from its term loan that are charged on a fixed spread over the financial institutions' base lending rate or cost of fund per annum. The spread rate is reviewed annually.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

24. Borrowings (Continued)

(a) Security granted

(i) Bank overdrafts and bills payables of the Group are secured by the followings:

- Jointly and severally guaranteed by certain directors of subsidiary corporations; and
- Pledged of the Group's fixed deposits (Note 12).

(ii) Term loans of the Group are secured by the followings:

- Corporate guarantee by the Company and certain subsidiary corporations;
- First party first legal charge over the Group's leasehold land and buildings (Note 19);
- Fixed and floating charge on all present and future assets of the Group including the inventories financed by the banks;
- Jointly and severally guaranteed by certain directors of subsidiary corporations;
- Pledged of the Group's fixed deposits (Note 12); and
- Specific debenture on certain property, plant and equipment of the Group (Note 18(b)).

(b) Fair value of non-current borrowings

	Group	
	2026	2025
	RM	RM
Term loans	46,871,352	43,610,289

The fair values above are determined from the cash flow analyses, discounted at market borrowing rates of an equivalent instrument at the reporting date which the directors expect to be available to the Group as follows:

	Group	
	2026	2025
	%	%
Term loans	4.00 – 8.60	4.00 – 8.85

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

24. Borrowings (Continued)

(c) Loan covenants

Under the terms of certain non-current bank borrowings, which has a carrying amount of RM32,944,019 (2025: RM31,697,107), the Group is required to comply with the following financial covenants at the end of each half-yearly period:

	2026 RM	Covenants	Compliance as at 31 March 2026
Term loan II	26,301,629	Gearing ratio not to exceed 1.5 times Tangible net worth not to fall below RM9,000,000 Total advances to related companies not to exceed RM4,000,000	Gearing ratio is 1.33 times Tangible net worth is RM33,066,530 Total advances to related companies is RM249,694
Term loan III	1,522,282	Gearing ratio not to exceed 2.0 times at Group level	Gearing ratio is 0.99 times at Group level
Term loan IV	5,120,108	Gearing ratio not to exceed 3.0 times Gearing ratio not to exceed 3.0 times at Group level	Gearing ratio is 2.86 times Gearing ratio is 0.99 times at Group level
	32,944,019		

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

24. Borrowings (Continued)

(c) Loan covenants (Continued)

Under the terms of certain non-current bank borrowings, which has a carrying amount of RM32,944,019 (2025: RM31,697,107), the Group is required to comply with the following financial covenants at the end of each half-yearly period: (continued)

	2025 RM	Covenants	Compliance as at 31 March 2025
Term loan I	379,258	Gearing ratio not to exceed 2.0 times Tangible net worth not to fall below RM20,000,000 Debt service coverage ratio not to fall below 1.3 times	Gearing ratio is 1.21 times Tangible net worth is RM35,024,191 Debt service coverage ratio is 2.67 times
Term loan II	23,890,488	Gearing ratio not to exceed 1.5 times Tangible net worth not to fall below RM9,000,000 Total advances to related companies not to exceed RM4,000,000	Gearing ratio is 1.21 times Tangible net worth is RM35,024,191 Total advances to related companies is RM1,374,474
Term loan III	1,905,332	Gearing ratio not to exceed 3.0 times at Group level	Gearing ratio is 0.87 times at Group level
Term loan IV	5,522,029	Gearing ratio not to exceed 3.0 times Gearing ratio not to exceed 3.0 times at Group level	Gearing ratio is 1.98 times Gearing ratio is 0.87 times at Group level
	<u>31,697,107</u>		

The Group complied with all financial covenants associated with its borrowings for the financial years ended 31 March 2026 and 2025, except for two covenants applicable to one of its subsidiary corporations in relation to the current portion of Term loan I for the financial year ended 31 March 2026, as set out below:

- (i) The subsidiary corporation did not meet the debt service coverage ratio ("DSCR") covenant of 1.3 times as at 31 March 2026. Under the facility agreement, in the event that the DSCR is not met, the subsidiary corporation is required to maintain a debt service reserve account equivalent to three months' principal and interest repayments as additional security for the lender. The subsidiary corporation maintained this reserve account as at 31 March 2026 and, in accordance with the terms of the facility agreement, the shortfall in the DSCR therefore did not constitute an event of default.
- (ii) The subsidiary corporation declared dividends during the financial year notwithstanding a loss after income tax, and consequently did not comply with the covenant restricting dividends declared or paid to not more than 70% of profit after income tax for the financial year.

Notwithstanding the above, as the term loan was contractually due within twelve months from the reporting date, it has been classified as a current liability as at 31 March 2026. The term loan is expected to be fully repaid before the next facility review date.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

25. Lease Liabilities

The Group as a lessee

Lease liabilities are presented in the statement of financial position as follows:

	Group	
	2026	2025
	RM	RM
Current	4,798,588	5,163,820
Non-current	23,753,758	26,036,279
Total	28,552,346	31,200,099

Lease liabilities of the Group were effectively secured over the automobiles (Note 19) of RM6,528,400 (2025: RM5,146,558) and inventories (Note 15) of RM Nil (2025: RM188,504), as the legal title is retained by the lessor and will be transferred to the Group upon full settlement of the lease liabilities.

26. Deferred Income Tax Liabilities

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current income tax assets against current income tax liabilities and when the deferred income taxes relate to the same fiscal authority.

The amount shown on the statement of financial position as follows:

	Group	
	2026	2025
	RM	RM
Deferred income tax liabilities	3,941,577	4,556,056

The movement in deferred income tax accounts is as follows:

	Group	
	2026	2025
	RM	RM
Beginning of financial year	4,556,056	3,825,843
(Over)/under provisions in prior financial year (Note 10(a))	(406,781)	77,551
Tax charged to profit or loss (Note 10(a))	(207,698)	652,662
End of financial year	3,941,577	4,556,056

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

26. Deferred Income Tax Liabilities (Continued)

The movement in deferred income tax assets and liabilities (prior to offsetting of balances within the same tax jurisdiction) is as follows:

Deferred income tax liabilities

	Accelerated tax depreciation/ amortisation	Right-of-use assets	Others	Total
	RM	RM	RM	RM
Group				
2026				
Beginning of financial year	6,298,934	4,947,216	-	11,246,150
Tax charged to profit or loss	(1,619,856)	713,009	31,544	(875,303)
End of financial year	4,679,078	5,660,225	31,544	10,370,847
2025				
Beginning of financial year	4,129,603	3,656,251	184,344	7,970,198
Tax charged to profit or loss	2,169,331	1,290,965	(184,344)	3,275,952
End of financial year	6,298,934	4,947,216	-	11,246,150

Deferred income tax assets

	Lease liabilities	Tax losses	Capital allowance	Total
	RM	RM	RM	RM
Group				
2026				
Beginning of financial year	6,625,240	64,854	-	6,690,094
Tax charged to profit or loss	(423,822)	27,588	135,410	(260,824)
End of financial year	6,201,418	92,442	135,410	6,429,270
2025				
Beginning of financial year	4,075,726	66,823	1,806	4,144,355
Tax charged to profit or loss	2,549,514	(1,969)	(1,806)	2,545,739
End of financial year	6,625,240	64,854	-	6,690,094

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

27. Share Capital

	Group and Company	
	No. of ordinary shares	Amount RM
2026 and 2025		
Beginning and end of financial year	119,523,315	37,356,382

All issued ordinary shares are fully paid. There is no par value for these ordinary shares.

Fully paid ordinary shares carry one vote per share and carry a right to dividends as and when declared by the Company.

Performance share plan

The Company's shareholders approved a performance share scheme known as the MeGroup Performance Share Plan (the "**MeGroup PSP**") on 26 September 2018. This plan awards the participants to receive fully paid shares free of charge, provided that certain prescribed performance targets (if any) are met and upon expiry of the prescribed performance period.

Executive directors and employees of the Group and the associated companies ("**Group Employees**") who have attained the age of twenty-one (21) years and hold such rank as may be designated by the Remuneration Committee (the "**RC**") from time to time, and non-executive directors (including independent directors) of the Group, shall be eligible to participate in the MeGroup PSP at the absolute discretion of the RC.

Persons who are controlling shareholders or associates of controlling shareholders who meet the criteria above are also eligible to participate in the MeGroup PSP provided that the participation of and the terms and actual numbers of the awards granted under MeGroup PSP to a participant who is a controlling shareholder or an associate of a controlling shareholder shall be approved by independent shareholders of the Company and a separate resolution must be passed for each such person subject to the following:

- the aggregate number of shares over which awards may be granted under the MeGroup PSP to controlling shareholders or associates of controlling shareholders shall not exceed 25.0% of the shares available under the MeGroup PSP; and
- the number of shares over which an award may be granted under the MeGroup PSP to each controlling shareholder or an associate of a controlling shareholder shall not exceed 10.0% of the shares available under the MeGroup PSP.

The MeGroup PSP is a share incentive scheme which will allow the Company, inter alia, to set target specific performance objectives and to provide an incentive for participants to achieve these targets. The directors believe that the MeGroup PSP will help to achieve the following positive objectives:

- foster an ownership culture within the Group which aligns the interests of group executives and non-executive directors with the interests of shareholders;
- motivate participants to achieve key financial and operational goals of the Company and/or their respective business units; and
- make total employee remuneration sufficiently competitive to recruit and retain staff having skills that are commensurate with the Company's ambition to become a world class company.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

27. Share Capital (Continued)

Performance share plan (Continued)

The MeGroup PSP is administered by the RC which comprises of four independent directors, namely Choo Chih Chien Benjamin, Chee Teck Kwong Patrick, Lai Sou Wei Edmund and Chong Kwea Seng.

The MeGroup PSP shall continue in force at the absolute discretion of the RC, subject to a maximum period of ten (10) years commencing on the date on which the MeGroup PSP is adopted by the Company in general meeting, provided always that the MeGroup PSP may continue beyond the above stipulated period with the approval of shareholders by ordinary resolution in general meeting and of any relevant authorities which may then be required.

The Company will deliver shares to participants upon vesting of their awards by way of either:

- (i) an issue of new shares; or
- (ii) a transfer of shares acquired by the Company pursuant to a share purchase mandate and/or held by the Company as treasury shares.

The total number of shares which may be issued or transferred pursuant to awards granted under the MeGroup PSP on any date, when aggregated with the aggregate number of shares over which options are granted under any other share option schemes of the Company, shall not exceed 15.0% of the total number issued shares (excluding shares held by the Company as treasury shares and subsidiary corporations holdings, if any) on the day preceding that date.

No performance shares have been awarded since the commencement of the MeGroup PSP.

Share options

On 26 September 2018, the shareholders approved a share option scheme known as the MeGroup Share Option Scheme (the “**MeGroup SOS**”) for the Group Employees, non-executive directors (including independent directors) of the Group and the associated companies and directors and employees of the Company’s parent company who have contributed to the success and development of the Company, are eligible to participate in the MeGroup SOS. For this purpose, a company is an “associated company” if the Company or the Company and the subsidiary corporations and associated companies hold at least 20.0% but not more than 50.0% of the issued shares in that company and provided the Company has significant influence over the associated company. The MeGroup SOS is administered by the RC which comprises of four independent directors, namely Choo Chih Chien Benjamin, Chee Teck Kwong Patrick, Lai Sou Wei Edmund and Chong Kwea Seng.

The MeGroup SOS is designed to provide eligible participants with an opportunity to participate in the equity of the Company and to motivate them towards better performance through increased dedication and loyalty.

The options that are granted under the MeGroup SOS may have exercise prices that are, at the RC’s discretion, set at a price (the “**Market Price**”) equal to the average of the last dealt prices for a share on the Singapore Exchange Securities Trading Limited (“**SGX-ST**”) for the five (5) consecutive market days immediately preceding the date on which an offer to grant an option is made or at a discount to the Market Price (subject to a maximum discount of 20.0%). Options which are fixed at the Market Price (“**Market Price Option**”) may be exercised after the first anniversary of the date on which an offer to grant that option is made while options exercisable at a discount to the Market Price may be exercised after the second anniversary from the date on which an offer to grant that option is made (“**Incentive Option**”). Options granted under the MeGroup SOS to any Group Employee will have a life span of up to ten (10) years from the date on which they are granted and all other options granted under the MeGroup SOS will have a life span of five (5) years from the date on which they are granted.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

27. Share Capital (Continued)

Share options (Continued)

The aggregate number of shares over which the RC may grant options on any date, when added to the number of shares issued and issuable or transferred and to be transferred in respect of all options granted under the MeGroup SOS and the number of shares issued and issuable or transferred and to be transferred in respect of all options or awards granted under any other share option schemes or share schemes of the Company, shall not exceed 15.0% of the total number of issued shares (excluding shares held by the Company as treasury shares and subsidiary corporations holdings, if any) on the day immediately preceding the date on which an offer to grant an option is made.

There were no options granted since the commencement of the MeGroup SOS to subscribe for unissued shares of the Company or its subsidiary corporations.

28. Retained Profits/(Accumulated Losses)

- (a) Retained profits of the Group are distributable except for retained profit of an associated company amounting to RM67,738 (2025: RM96,450).
- (b) Movement in accumulated losses for the Company is as follows:

	Company	
	2026	2025
	RM	RM
Beginning of financial year	(9,267,467)	(10,407,013)
Net profit for the financial year	334,828	1,976,209
Dividends paid (Note 30)	(358,570)	(836,663)
End of financial year	(9,291,209)	(9,267,467)

29. Other Reserves

	Group	
	2026	2025
	RM	RM
<u>Composition:</u>		
Merger reserve (Note (a))	(24,594,282)	(24,594,282)
Capital reserve (Note (b))	2,330,311	2,330,311
	(22,263,971)	(22,263,971)

Other reserves are non-distributable.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

29. Other Reserves (Continued)

(a) Merger reserve

	Group	
	2026	2025
	RM	RM
Beginning and end of financial year	(24,594,282)	(24,594,282)

Merger reverse represents the difference between the cost of investment and the nominal value of share capital of the subsidiary corporations acquired under common control.

(b) Capital reserve

	Group	
	2026	2025
	RM	RM
Beginning of financial year	2,330,311	196,516
Disposal of equity interests in a subsidiary corporation without loss of control (Note 21)	–	2,133,795
End of financial year	2,330,311	2,330,311

Capital reserve represents the difference between the consideration paid and carrying amount of non-controlling interests acquired.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

30. Dividends

	Group	
	2026 RM	2025 RM
<i>Ordinary dividends declared and paid</i>		
Interim one-tier tax exempt dividend of RM0.003 per share for the financial year ended 31 March 2026	358,570	–
Interim one-tier tax exempt dividend of RM0.003 per share for the financial year ended 31 March 2025	–	358,570
Interim one-tier tax exempt dividend of RM0.004 per share for the financial year ended 31 March 2024	–	478,093
	358,570	836,663

31. Contingencies

The Company has issued corporate guarantees amounting to RM65,965,099 (2025: RM62,388,664) to banks for borrowings of certain subsidiary corporations.

The Company has evaluated the fair values of the corporate guarantees and is of the view that the consequential liabilities derived from its guarantees to the banks and the fair value of the corporate guarantee are minimal. The subsidiary corporations for which the corporate guarantees were provided are in favourable equity positions, with no default in the payment of borrowings and credit facilities.

32. Commitment

Capital commitments

Capital expenditure contracted for at the reporting date but not recognised in the financial statements are as follows:

	Group	
	2026 RM	2025 RM
Property, plant and equipment	5,210,761	1,593,348

33. Financial Risk Management

The Group's activities expose it to market risk (including currency risk and interest risk), credit risk, liquidity risk and capital risk. The Group's overall risk management strategy seeks to minimise any adverse effects from the unpredictability of financial markets on the Group's financial performance.

The Board of Directors is responsible for setting the objectives and underlying principles of financial risk management for the Group. This includes establishing detailed policies such as authority levels, oversight responsibilities, risk identification and measurement, and exposure limits.

Financial risk management is carried out by the finance department in accordance with the policies set by the Board of Directors. The finance personnel identifies, evaluates and monitors financial risks in close co-operation with the Group's operating units. The finance personnel measures actual exposures against the limits set and prepares periodic reports for review by the Executive Chairman. Regular reports are also submitted to the Board of Directors.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

33. Financial Risk Management (Continued)

(a) Market risk

(i) Currency risk

The Group operates in Asia with dominant operations in Malaysia. Entities in the Group regularly transact in currencies other than their respective functional currencies ("foreign currencies").

Currency risk arises within entities in the Group when transactions are denominated in foreign currencies such as United States Dollar ("USD"), Japanese Yen ("JPY"), Thailand Baht ("THB"), Singapore Dollar ("SGD"), Korean Won ("KRW") and Chinese Yuan ("CNY").

The Group's foreign currency exposure based on information provided to key management is as follows:

Group	MYR RM	USD RM	JPY RM	THB RM	SGD RM	KRW RM	CNY RM	Total RM
At 31 March 2026								
Financial assets								
Cash and cash equivalents	21,030,406	-	-	-	242,528	-	-	21,272,934
Trade and other receivables	21,833,181	-	-	-	16,500	-	-	21,849,681
Receivables from subsidiary corporations	997,774	-	-	-	-	-	-	997,774
	43,861,361	-	-	-	259,028	-	-	44,120,389
Financial liabilities								
Trade and other payables	(16,661,276)	(222,856)	(952,139)	(617,501)	(281,951)	(31,103)	(215,375)	(18,982,201)
Borrowings	(72,696,192)	-	-	-	-	-	-	(72,696,192)
Lease liabilities	(28,552,346)	-	-	-	-	-	-	(28,552,346)
Payables to subsidiary corporations	(997,774)	-	-	-	-	-	-	(997,774)
	(118,907,588)	(222,856)	(952,139)	(617,501)	(281,951)	(31,103)	(215,375)	(121,228,513)
Net financial liabilities	(75,046,227)	(222,856)	(952,139)	(617,501)	(22,923)	(31,103)	(215,375)	(77,108,124)
Less: Net financial liabilities denominated in functional currencies of respective entities	75,046,227	-	-	-	-	-	-	75,046,227
Currency exposure	-	(222,856)	(952,139)	(617,501)	(22,923)	(31,103)	(215,375)	(2,061,897)

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

33. Financial Risk Management (Continued)

(a) Market risk (continued)

(i) Currency risk (continued)

The Group's foreign currency exposure based on information provided to key management is as follows:
(continued)

	MYR RM	USD RM	JPY RM	THB RM	SGD RM	CNY RM	Total RM
Group							
At 31 March 2025							
Financial assets							
Cash and cash equivalents	19,680,303	9,611	–	–	617,695	–	20,307,609
Trade and other receivables	20,076,589	–	–	–	18,294	–	20,094,883
Receivables from subsidiary corporations	706,581	–	–	–	–	–	706,581
Financial assets, at FVPL	177,560	–	–	–	–	–	177,560
	40,641,033	9,611	–	–	635,989	–	41,286,633
Financial liabilities							
Trade and other payables	(12,703,100)	(450,192)	(810,199)	(702,496)	(390,716)	(88,054)	(15,144,757)
Borrowings	(65,884,373)	–	–	–	–	–	(65,884,373)
Lease liabilities	(31,200,099)	–	–	–	–	–	(31,200,099)
Payables to subsidiary corporations	(706,581)	–	–	–	–	–	(706,581)
	(110,494,153)	(450,192)	(810,199)	(702,496)	(390,716)	(88,054)	(112,935,810)
Net financial liabilities	(69,853,120)	(440,581)	(810,199)	(702,496)	245,273	(88,054)	(71,649,177)
Less: Net financial liabilities denominated in functional currencies of respective entities	69,853,120	–	–	–	–	–	69,853,120
Currency exposure	–	(440,581)	(810,199)	(702,496)	245,273	(88,054)	(1,796,057)

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

33. Financial Risk Management (Continued)

(a) Market risk (continued)

(i) Currency risk (continued)

The Company's foreign currency exposure based on information provided to key management is as follows:

	MYR RM	SGD RM	Total RM
Company			
At 31 March 2026			
Financial assets			
Cash and cash equivalents	–	242,522	242,522
Trade and other receivables	997,774	–	997,774
	997,774	242,522	1,240,296
Financial liabilities			
Trade and other payables	–	(258,677)	(258,677)
Net financial assets/(liabilities)	997,774	(16,155)	981,619
Less: Net financial assets denominated in the Company's functional currency	(997,774)	–	(997,774)
Currency exposure	–	(16,155)	(16,155)
At 31 March 2025			
Financial assets			
Cash and cash equivalents	–	617,689	617,689
Trade and other receivables	706,581	1,794	708,375
	706,581	619,483	1,326,064
Financial liabilities			
Trade and other payables	–	(320,054)	(320,054)
Net financial assets	706,581	299,429	1,006,010
Less: Net financial assets denominated in the Company's functional currency	(706,581)	–	(706,581)
Currency exposure	–	299,429	299,429

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

33. Financial Risk Management (Continued)

(a) Market risk (continued)

(i) Currency risk (continued)

If the USD, JPY, THB, SGD, KRW and CNY change against the MYR by 12%, 17%, 2%, 5%, 13%, and 10% (2025: 5%, 12%, 7%, 6%, 0% and 6%) respectively, with all other variables including tax rate being held constant, the effects arising from the net financial assets/liabilities position will be as follows:

	Increase/(Decrease)			
	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
USD against MYR				
- Strengthened	(20,324)	(16,742)	—	—
- Weakened	20,324	16,742	—	—
JPY against MYR				
- Strengthened	(123,016)	(73,890)	—	—
- Weakened	123,016	73,890	—	—
THB against MYR				
- Strengthened	(9,386)	(37,373)	—	—
- Weakened	9,386	37,373	—	—
SGD against MYR				
- Strengthened	(871)	11,184	(614)	13,654
- Weakened	871	(11,184)	614	(13,654)
KRW against MYR				
- Strengthened	(3,073)	—	—	—
- Weakened	3,073	—	—	—
CNY against MYR				
- Strengthened	(16,369)	(4,015)	—	—
- Weakened	16,369	4,015	—	—

(ii) Cash flow and fair value interest rate risks

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 risk is the risk that the fair value of a financial instrument will fluctuate due to changes in market interest rates. As the Group has no significant interest-bearing assets, the Group's income is substantially independent of changes in market interest rate. The Group's interest rate risk mainly arises from borrowings at floating interest rate. The Group manages its interest rate risk by keeping bank loans to the minimum required to sustain the operations of the Group.

The Group's borrowings at variable rates on which effective hedges have not been entered into are denominated in MYR. If the MYR interest rate had been higher/lower by 0.50% (2025: 0.50%) with all other variables including tax rate being held constant, the profit after tax would have been lower/higher by RM276,246 (2025: RM250,361).

The Group and the Company are not exposed to changes in interest rate for fixed rate financial assets and financial liabilities.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

33. Financial Risk Management (Continued)

(b) Credit risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Group and the Company. The major classes of financial assets of the Group are cash and cash equivalent and trade and other receivables. The Group adopts the policy of dealing only with:

- Customers of appropriate credit standing and history, and obtaining sufficient collaterals where appropriate to mitigate credit risk; and
- Reputable financial institutions.

The exposure to credit risk is controlled by setting limits on the exposure to individual customers and these are disseminated to the relevant persons concerned and compliance is monitored by management.

Credit exposure to individual counterparty is restricted by credit limits that are approved by the management based on ongoing credit evaluation. The counterparty's payment pattern and credit exposure are continuously monitored at the Group level by the management.

As the Group and the Company do not hold any collateral, the maximum exposure to credit risk for each class of financial instruments is the carrying amount of that class of financial instruments presented on the statement of financial position, except as follows:

	Company	
	2026	2025
	RM	RM
Corporate guarantee provided to banks on certain subsidiary corporations' borrowings	65,965,099	62,388,664

The trade receivables of the Group comprise 3 debtors (2025: 3 debtors) that individually represented 5% - 8% (2025: 6% - 10%) of total trade receivables.

Trade receivables

The Group applies SFRS(I) 9 simplified model of recognising lifetime expected credit for all trade receivables.

In measuring the ECL, the trade receivables have been assessed on a collective basis as they possess shared credit risk characteristics. They have been grouped based on the days past due and different business segment.

In calculating the ECL, the Group considers the historical information and loss experience for each category of customers and/or counterparties and adjusts to reflect current and forward-looking information affecting the customer's ability to settle the receivables. However, given the short period exposed to credit risk, the impact of these forward-looking information has not been considered significant within the reporting period.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

33. Financial Risk Management (Continued)

(b) Credit risk (continued)

Trade receivables (continued)

Trade receivables are written-off when there is no reasonable expectation of recovery, such as debtor failing to engage in a repayment plan with the Group. The Group considers a financial asset as in default if the counterparty fails to make contractual payment within 150 days when they fall due and has shown indicators of financial difficulty and writes off the financial asset when the Group has exhausted all means to retrieve the sum from the customers and/or counterparties. Where receivables are written-off, the Group continues to engage in enforcement activity to attempt to recover the receivables due. Where recoveries are made, these are recognised in profit or loss.

The Group's credit risk exposure in relation to trade receivables under SFRS(I) 9 as at 31 March 2026 and 2025 is as follows. No expected loss allowance are recognised as the Group do not expect any credit losses from its trade receivables which are all within expected payment period.

	Trade receivables days past due							Total RM
	Current	1 - 30 days	31 - 60 days	61 - 90 days	91 - 120 days	121 - 150 days	More than 150 days	
	RM	RM	RM	RM	RM	RM	RM	
Group								
2026								
Trade receivables	15,497,836	1,154,448	310,687	241,327	75,523	171,693	176,201	17,627,715
2025								
Trade receivables	15,449,503	920,781	106,181	34,593	12,252	3,331	118,377	16,645,018

Cash and cash equivalents are subject to immaterial credit loss.

Finance lease receivables

Finance lease receivables of RM131,434 (2024: RM444,077) are subject to immaterial credit loss as the Group entered into lease arrangements with reputable company and there is no history of default.

Non-trade amount due from subsidiary corporations

The Group applies SFRS(I) 9 general model for measuring expected credit losses for its non-trade receivables from its subsidiary corporations.

The Group uses the 12-month expected credit losses approach to assess for impairment for the remaining outstanding amount. The assessment reflects a low credit risk exposure and there is no indication that the outstanding amount is not recoverable.

Financial guarantee contracts

The Company has issued financial guarantees to banks for borrowings of its subsidiary corporations. These guarantees are subject to the impairment requirements of SFRS(I) 9. The Company has assessed that its subsidiary corporations have strong financial capacity to meet the contractual cash flow obligations in the near future and hence, does not expect significant credit losses arising from these guarantees.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

33. Financial Risk Management (Continued)

(c) Liquidity risk

Prudent liquidity risk management includes maintaining sufficient cash and the availability of funding through an adequate amount of committed credit facilities. At the reporting date, assets held by the Group for managing liquidity risk included cash and cash equivalents as disclosed in Note 12 to the financial statements.

Management monitors rolling forecasts of the liquidity reserve (comprises undrawn borrowing facility and cash and cash equivalents of the Group) on the basis of expected cash flow. This is generally carried out in accordance with the practice and limits set by the Board of Directors. These limits vary by location to take into account the liquidity of the market in which the entity operates.

The table below analyses non-derivative financial liabilities of the Group and the Company into relevant maturity groupings based on the remaining period from the reporting date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within 12 months equal their carrying amounts as the impact of discounting is not significant.

	Less than 1 year RM	Between 1 and 5 years RM	Over 5 years RM
Group			
At 31 March 2026			
Trade and other payables	18,982,201	–	–
Borrowings	25,002,734	27,483,937	35,321,545
Lease liabilities	5,834,801	16,968,000	10,333,925
	49,819,736	44,451,937	45,655,470
At 31 March 2025			
Trade and other payables	15,144,757	–	–
Borrowings	21,644,699	43,158,125	30,922,740
Lease liabilities	6,288,520	19,219,993	11,054,983
	43,077,976	62,378,118	41,977,723
Company			
At 31 March 2026			
Trade and other payables	258,677	–	–
Financial guarantee	65,965,099	–	–
	66,223,776	–	–
At 31 March 2025			
Trade and other payables	320,054	–	–
Financial guarantee	62,388,664	–	–
	62,708,718	–	–

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

33. Financial Risk Management (Continued)

(d) Capital risk

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern and to maintain an optimal capital structure so as to maximise shareholder value. In order to maintain or achieve an optimal capital structure, the Group may adjust the amount of dividend payment, return capital to shareholders, issue new shares, buy back issued shares, obtain new borrowings or sell assets to reduce borrowings.

Management monitors capital based on gearing ratio and the Board of Directors monitors the Group's equity ratio on a periodic basis. The gearing ratio is calculated as net debt divided by total capital. Net debt is calculated as borrowings plus trade and other payables less cash and cash equivalents. Total capital is calculated as total equity plus net debt.

	Group		Company	
	2026	2025	2026	2025
	RM	RM	RM	RM
Net debt	100,976,425	93,547,843	16,155	(297,635)
Total equity	60,219,495	62,312,924	28,065,173	28,088,915
Total capital	161,195,920	155,860,767	28,081,328	27,791,280
Gearing ratio	63%	60%	N/M	N/M

* N/M: Not meaningful

The Group and the Company are in compliance with all externally imposed capital requirements for the financial year ended 31 March 2026, except that one of its subsidiary corporations did not comply with certain loan covenants relating to the debt service coverage ratio and dividend declarations, as disclosed in Note 24(c) to the financial statements.

The Group and the Company are in compliance with all externally imposed capital requirements for the financial year ended 31 March 2025.

(e) Fair value measurements

The table below presents assets and liabilities recognised and measured at fair value and classified by level of the following fair value measurement hierarchy:

- (a) quoted prices (unadjusted) in active markets for identical assets or liabilities (Level 1);
- (b) inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices) (Level 2); and
- (c) inputs for the asset or liability that are not based on observable market data (unobservable inputs) (Level 3).

Fair value measurement disclosure of financial assets that are recognised or measured at fair value, can be found, Note 17 to the financial statements.

There were no transfers between the levels of fair value measurements during the financial year.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

33. Financial Risk Management (Continued)

(e) Fair value measurements (continued)

	Level 3	
	2026	2025
	RM	RM
Group		
<i>Financial assets, at FVPL</i>		
Call options – Hanamaru Auto Trading (Malaysia) Sdn. Bhd.	–	177,560

The fair value of financial instruments that are not traded in an active market (for example, over-the-counter derivatives) is determined by using valuation techniques. The Group uses a variety of methods and makes assumptions that are based on market conditions existing at each reporting date. Quoted market prices or dealer quotes for similar instruments are used to estimate fair value for long-term debt for disclosure purposes. Other techniques, such as estimated discounted cash flows, are used to determine fair value for the remaining financial instruments. These investments are classified as Level 2 and comprise debt investments and derivative financial instruments. In infrequent circumstances, where a valuation technique for these instruments is based on significant unobservable inputs, such instruments are classified as Level 3.

The fair values of current financial assets and liabilities carried at amortised cost approximate their carrying amounts.

The following table presents the changes in Level 3 instruments:

	Call options – Hanamaru Auto Trading (Malaysia) Sdn. Bhd.	
	2026	2025
	RM	RM
Group		
Beginning of financial year	177,560	177,560
Derecognition (Note 22)	(177,560)	–
End of financial year	–	177,560

Valuation techniques and inputs used in Level 3 fair value measurements

Description	Valuation techniques	Unobservable inputs	Range of unobservable inputs	
			2026	2025
			%	%
Call options – Hanamaru Auto Trading (Malaysia) Sdn. Bhd.	Binomial Method	Risk-free rate	–	3.81
		Volatility rate	–	51.68

Relationship of unobservable inputs to fair value

An increase/decrease in risk-free rate and volatility rate would result in an increase/decrease in fair value of the asset.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

33. Financial Risk Management (Continued)

(f) Financial instruments by category

The carrying amount of the different categories of financial instruments is as follows:

	Group RM	Company RM
31 March 2026		
Financial assets at amortised cost	43,122,615	1,240,296
Financial liabilities at amortised cost	120,230,739	258,677
31 March 2025		
Financial assets at fair value through profit or loss	177,560	–
Financial assets at amortised cost	40,402,492	1,326,064
Financial liabilities at amortised cost	112,229,229	320,054

34. Related Party Transaction

There are no transactions that took place between the Group and related parties other than those disclosed elsewhere in the financial statements.

Key management personnel compensation

The remuneration of directors and other members of key management during the financial year are as follows:

	Group	
	2026 RM	2025 RM
Wages and salaries	4,374,150	4,361,320
Directors' fees	490,262	513,000
Employer's contribution to defined contribution plan	288,517	291,821
Other short-term benefits	9,631	8,870
	5,162,560	5,175,011
Comprised amounts paid to:		
Directors of the Company	2,792,635	2,845,119

The directors' fee disclosed above include RM118,125 (2025: RM123,750) which were unpaid as at year end and are included in accruals for operating expenses.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

35. Segment Information

The Group's chief operating decision-maker ("CODM") comprises of the directors and the heads of each business within the operating segment. Management has determined the operating segments based on the reports reviewed by the CODM that are used to make strategic decisions, allocate resources and assess performance.

As at 31 March 2026 and 2025, the Group has three reportable segments, which is manufacturing business, dealership business and other. This is based on the Group's internal organisation, management structure and the primary way in which the Board of Directors is provided with the financial information.

The three reportable segments are:-

(a) *Manufacturing business*

Manufacturing business refers to the Group's manufacturing and sales of NVH components and other non-NVH components.

(b) *Dealership business*

(i) *Automobile dealership*

The revenue of the Group earns from this business segment are mainly from its sales of automobiles, incentive granted and handling fees.

(ii) *Repairs and service*

The revenue of the Group earns from this business segment are mainly from the fees or charges for after-sales automobile services and sales of automobile parts and accessories.

(c) *Other*

Other included investment holding.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

35. Segment Information (Continued)

The segment information provided to the CODM for the reportable segments are as follows:

	Manufacturing business RM	Dealership business RM	Other RM	Total RM
2026				
Sales				
Total segment sales, representing sales to external parties	61,744,378	280,263,779	–	342,008,157
Expenses				
Purchase of inventories	(31,031,520)	(247,585,513)	–	(278,617,033)
Employee compensation	(9,458,758)	(7,342,913)	(522,904)	(17,324,575)
Adjusted EBITDA	10,088,815	12,712,306	(2,274,599)	20,526,522
Depreciation of property, plant and equipment	4,756,563	1,806,996	785	6,564,344
Depreciation of right-of-use assets	1,118,220	5,082,513	85,226	6,285,959
Property, plant and equipment written-off	1,068,227	–	–	1,068,227
Right-of-use assets written-off	1,792,325	–	–	1,792,325
Write-down of inventories	534,672	–	–	534,672
Finance expenses	2,348,439	3,352,165	37,341	5,737,945
Interest income	(248,955)	(172,088)	(98,452)	(519,495)
Share of loss from investment in an associated company	–	–	28,712	28,712
Segment assets	91,238,239	92,083,560	2,705,108	186,026,907
Segment assets includes:				
Additions to property, plant and equipment	5,630,015	4,396,145	6,199	10,032,359
Additions to right-of-use assets	291,785	3,861,124	–	4,152,909
Segment liabilities	8,828,470	11,851,636	320,715	21,000,821

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

35. Segment Information (Continued)

The segment information provided to the CODM for the reportable segments are as follows: (continued)

	Manufacturing business RM	Dealership business RM	Other RM	Total RM
2025				
Sales				
Total segment sales, representing sales to external parties	72,612,511	320,012,826	–	392,625,337
Expenses				
Purchase of inventories	(31,074,675)	(273,172,370)	–	(304,247,045)
Employee compensation	(9,429,606)	(8,173,795)	(216,339)	(17,819,740)
Adjusted EBITDA	13,087,218	15,584,974	(1,551,294)	27,120,898
Depreciation of property, plant and equipment	4,059,663	1,691,806	395	5,751,864
Depreciation of right-of-use assets	1,110,008	4,953,447	69,365	6,132,820
Finance expenses	2,436,276	3,033,466	67,363	5,537,105
Interest income	(151,618)	(124,563)	(72,673)	(348,854)
Share of profit from investment in an associated company	–	–	(51,795)	(51,795)
Segment assets	89,393,774	87,599,109	3,109,705	180,102,588
Segment assets includes:				
Additions to property, plant and equipment	9,715,813	2,743,151	2,450	12,461,414
Additions to right-of-use assets	494,500	7,831,384	340,905	8,666,789
Investment in an associated company	–	–	1,015,698	1,015,698
Segment liabilities	7,477,096	8,842,900	450,984	16,770,980

The revenue from external parties reported to the CODM is measured in a manner consistent with that in the statement of comprehensive income.

The CODM assesses the performance of the operating segments based on a measure of earnings before interest, tax, depreciation and amortisation (“**Adjusted EBITDA**”).

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

35. Segment Information (Continued)

(a) Reconciliation

(i) Segment profits

A reconciliation of adjusted EBITDA to profit before income tax is as follows:

	2026 RM	2025 RM
Adjusted EBITDA for reportable segments	22,801,121	28,672,192
Adjusted LBITDA for other segments	(2,274,599)	(1,551,294)
Depreciation of property, plant and equipment	(6,564,344)	(5,751,864)
Depreciation of right-of-use assets	(6,285,959)	(6,132,820)
Property, plant and equipment written-off	(1,068,227)	–
Right-of-use assets written-off	(1,792,325)	–
Write-down of inventories	(534,672)	–
Finance expenses	(5,737,945)	(5,537,105)
Interest income	519,495	348,854
(Loss)/Profit before income tax	(937,455)	10,047,963

(ii) Segment assets

The amounts reported to the CODM with respect to total assets are measured in a manner consistent with that of the financial statements. All assets are allocated to reportable segments other than tax recoverable.

Segment assets are reconciled to total assets as follows:

	2026 RM	2025 RM
Segment assets for reportable segments	183,321,799	176,992,883
Other segments assets	2,705,108	3,109,705
Unallocated:		
- Tax recoverable	572,883	743,519
	186,599,790	180,846,107

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

35. Segment Information (Continued)

(a) Reconciliation (continued)

(iii) Segment liabilities

The amounts provided to the CODM with respect to total liabilities are measured in a manner consistent with that of the financial statements. These liabilities are allocated based on the operations of the segment. All liabilities are allocated to the reportable segments other than current income tax liabilities, deferred tax liabilities and borrowings.

Segment liabilities are reconciled to total liabilities as follows:

	2026 RM	2025 RM
Segment liabilities for reportable segments	20,680,106	16,319,996
Other segment liabilities	320,715	450,984
Unallocated:		
- Current income tax liabilities	189,359	121,675
- Borrowings	72,696,192	65,884,373
- Lease liabilities	28,552,346	31,200,099
- Deferred income tax liabilities	3,941,577	4,556,056
	126,380,295	118,533,183

(b) Revenue from major products and services

Revenue from external customers are derived mainly from the manufacturing business and dealership business. The breakdown of the revenue from respective segment is as follows:

	2026 RM	2025 RM
Manufacturing		
Sales of NVH components and other non-NVH components	61,744,378	72,612,511
Dealership		
Sales of automobiles	226,727,944	262,074,072
After-sales automobile services	46,493,478	49,672,989
Incentives received from distributors	5,046,577	5,939,683
Handling fees	1,094,777	1,289,877
Agency fee income	901,003	1,036,205
	280,263,779	320,012,826
	342,008,157	392,625,337

Revenue of RM21,477,000 (2025: RM21,858,000) are derived from a single external customer. These revenues are attributable to the manufacturing business segment.

(c) Geographical information

No geographical information had been prepared as the Group's businesses are in Malaysia.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

36. Event Occurring After Reporting Date

On 20 April 2026, Menang Nusantara Holdings Sdn. Bhd., a wholly-owned subsidiary corporation of the Company, entered into a sale and purchase agreement (the “SPA”) with Welloyd Properties Sdn. Bhd. (the “Developer”) to acquire two units of freehold commercial properties in Klang, Selangor, Malaysia (the “Properties”) for an aggregate net consideration of RM13,995,000 (approximately S\$4,508,263) (the “Proposed Acquisition”). The Group intends to expand its retail dealership business at the Properties and to relocate certain of its existing dealerships currently operating from leased premises.

The Properties are under construction. The consideration is payable by instalments upon completion of specified construction milestones, with vacant possession to be delivered within thirty-six (36) months from the date of the SPA or from the Developer’s receipt of the relevant regulatory approval, whichever is later. An earnest deposit of RM311,000 was paid subsequent to the date of the SPA. The acquisition will be funded by bank financing of RM13,995,000, secured by a charge over the Properties and a corporate guarantee by the Company, together with the Group’s internal resources.

The Proposed Acquisition was entered into after the reporting date and had no effect on the financial statements for the financial year ended 31 March 2026.

37. New or Revised Accounting Standards and Interpretations

Below are the mandatory standards, amendments and interpretations to existing standards that have been published and are relevant for the accounting periods beginning on or after 1 April 2026 or later periods and which the Group has not early adopted:

- (a) Amendments to SFRS(I) 9 and SFRS(I) 7 – *Amendments to the Classification and Measurement of Financial Instruments* (effective for annual reporting periods beginning on or after 1 January 2026)

SFRS(I) 9 and SFRS(I) 7 are amended to respond to recent questions arising in practice, and to include new requirements not only for financial institutions but also for corporate entities. These amendments:

- clarify the timing of recognition and derecognition of some financial assets and liabilities, with a new exception for some financial liabilities settled through an electronic cash transfer system;
- clarify and add further guidance for assessing whether a financial asset meets the solely payments of principal and interest (SPPI) criterion;
- add new disclosures for certain instruments with contractual terms that can change cash flows (such as some financial instruments with features linked to the achievement of environment, social and governance targets); and
- update the disclosures for equity instruments designated at fair value through other comprehensive income (FVOCI).

- (b) SFRS(I) 18 – *Presentation and Disclosure in Financial Statements* (effective for annual reporting periods beginning on or after 1 January 2027)

SFRS(I) 18 will replace SFRS(I) 1-1 *Presentation of Financial Statements*, introducing new requirements that will help to achieve comparability of the financial performance of similar entities and provide more relevant information and transparency to users. Even though IFRS 18 will not impact the recognition or measurement of items in the financial statements, its impacts on presentation and disclosure are expected to be pervasive, in particular those related to the statement of financial performance (comprising of the statement of profit or loss and other comprehensive income) and providing management-defined performance measures within the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

37. New or Revised Accounting Standards and Interpretations (Continued)

Below are the mandatory standards, amendments and interpretations to existing standards that have been published and are relevant for the accounting periods beginning on or after 1 April 2026 or later periods and which the Group has not early adopted: (continued)

- (b) SFRS(I) 18 – *Presentation and Disclosure in Financial Statements* (effective for annual reporting periods beginning on or after 1 January 2027) (continued)

Management is currently assessing the detailed implications of applying the new standard on the Group's consolidated financial statements. From the high level preliminary assessment performed, the following potential impacts have been identified:

- (i) Although the adoption of SFRS(I) 18 will have no impact on the Group's net profit, the Group expects that grouping items of income and expenses in the statement of profit or loss into the new categories will impact how operating profit is calculated and reported. From the high-level impact assessment that the Group has performed, the following items might potentially impact operating profit:
- Foreign exchange differences currently aggregated in the line item 'other income and other gains/(losses) – net' in operating profit might need to be disaggregated, with some foreign exchange gains or losses presented below operating profit.
 - SFRS(I) 18 has specific requirements on the category in which derivative gains or losses are recognised – which is the same category as the income and expenses affected by the risk that the derivative is used to manage. Although the Group currently recognises some gains or losses in operating profit and others in finance costs, there might be a change to where these gains or losses are recognised, and the Group is currently evaluating the need for change.
- (ii) The line items presented on the primary financial statements might change as a result of the application of the concept of 'useful structured summary' and the enhanced principles on aggregation and disaggregation. In addition, since goodwill will be required to be separately presented in the statement of financial position, the Group will disaggregate goodwill and other intangible assets and present them separately in the statement of financial position.
- (iii) The Group does not expect there to be a significant change in the information that is currently disclosed in the notes because the requirement to disclose material information remains unchanged; however, the way in which the information is grouped might change as a result of the aggregation/disaggregation principles. In addition, there will be significant new disclosures required for:
- management-defined performance measures;
 - a break-down of the nature of expenses for line items presented by function in the operating category of the statement of profit or loss – this break-down is only required for certain nature expenses; and
 - for the first annual period of application of SFRS(I) 18, a reconciliation for each line item in the statement of profit or loss between the restated amounts presented by applying SFRS(I) 18 and the amounts previously presented applying SFRS(I) 1-1.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

37. New or Revised Accounting Standards and Interpretations (Continued)

Below are the mandatory standards, amendments and interpretations to existing standards that have been published and are relevant for the accounting periods beginning on or after 1 April 2026 or later periods and which the Group has not early adopted: (continued)

- (b) SFRS(I) 18 – *Presentation and Disclosure in Financial Statements* (effective for annual reporting periods beginning on or after 1 January 2027) (continued)

- (iv) From a cash flow statement perspective, there will be changes to how interest received and interest paid are presented. Interest paid will be presented as financing cash flows and interest received as investing cash flows, which is a change from current presentation as part of operating cash flows.

The Group will apply the new standard from its mandatory effective date of 1 January 2027. Retrospective application is required, and so the comparative information for the financial year ending 31 March 2027 will be restated in accordance with SFRS(I) 18.

- (c) SFRS(I) 19 – *Subsidiaries without Public Accountability: Disclosures* (effective for annual reporting periods beginning on or after 1 January 2027)

SFRS(I) 19 allows for certain eligible subsidiary corporations of parent entities that report under SFRS(I) Accounting Standards to apply reduced disclosure requirements. This new standard works alongside other SFRS(I). An eligible subsidiary corporation applies the requirements in other SFRS(I) except for the disclosure requirements; and it applies instead the reduced disclosure requirements in SFRS(I) 19.

SFRS(I) 19 is a voluntary standard for eligible subsidiary corporations. A subsidiary corporation is eligible if:

- it does not have public accountability; and
- it has an ultimate or intermediate parent that produces consolidated financial statements available for public use that comply with SFRS(I) Accounting Standards.

The Group does not expect this standard to have an impact on its operations or financial statements.

38. Authorisation of Financial Statements

These financial statements were authorised for issued in accordance with a resolution of the Board of Directors of the Company on 9 July 2026.

STATISTIC OF SHAREHOLDING

As at 18 June 2026

Share Capital

Issued and fully paid up capital	:	S\$12,627,235.03
Number of issued shares	:	119,523,315
Number of issued shares (excluding treasury shares and subsidiary holdings)	:	119,523,315
Class of shares	:	Ordinary Shares
Voting rights	:	One vote per ordinary share
Number of treasury shares	:	Nil
Number of subsidiary holdings	:	Nil

Distribution of Shareholdings

SIZE OF SHAREHOLDINGS	NO. OF SHAREHOLDERS	%	NO. OF SHARES	%
1 - 99	0	0.00	0	0.00
100 - 1,000	27	22.69	20,900	0.02
1,001 - 10,000	38	31.93	169,600	0.14
10,001 - 1,000,000	46	38.66	5,994,322	5.01
1,000,001 AND ABOVE	8	6.72	113,338,493	94.83
TOTAL	119	100.00	119,523,315	100.00

Substantial Shareholders

(as recorded in the Register of Substantial Shareholders)

	Direct Interest		Deemed Interest	
	Number of Shares	%	Number of Shares	%
JCWW Sdn. Bhd. ⁽¹⁾	61,232,497	51.23	–	–
Lee Soh Hong ⁽¹⁾	–	–	61,232,497	51.23
Crimson Cloud Sdn. Bhd. ⁽²⁾	11,462,353	9.59	–	–
Abdul Razak Bin Montel ⁽²⁾	–	–	11,462,353	9.59
Lee Khoon Chuan ⁽³⁾	10,594,985	8.86	–	–
Wong Sai Hou ⁽⁴⁾	4,235,864	3.54	61,232,497	51.23
Wong Keat Yee ⁽⁴⁾	–	–	61,232,497	51.23
Wong Sai Keat ⁽⁴⁾	222,400	0.19	61,232,497	51.23

Notes:

- (1) Mdm Lee Soh Hong ("Mdm Lee") owns not less than 20% of the issued share capital of JCWW Sdn. Bhd. ("JCWW") and is deemed to be interested in the 61,232,497 shares held by JCWW by virtue of Section 4 of the SFA. JCWW is a company incorporated in Malaysia and is our Controlling Shareholder.
- (2) Crimson Cloud Sdn. Bhd. ("Crimson") is a company incorporated in Malaysia that is wholly-owned by our Executive Officer, Mr Abdul Razak Bin Montel. Mr Abdul Razak Bin Montel is deemed to be interested in the shares held by Crimson by virtue of his controlling interest in Crimson. All of their shares are held under Philip Securities Pte. Ltd.
- (3) Mr Lee Khoon Chuan is the nephew of Mdm Lee. All of his shares are held under Philip Securities Pte. Ltd.
- (4) Mr Wong Sai Hou, Ms Wong Keat Yee, and Mr Wong Sai Keat each own at least 20% of the issued share capital of JCWW and are deemed to be interested in the 61,232,497 shares held by JCWW by virtue of Section 4 of the SFA.

STATISTIC OF SHAREHOLDING

As at 18 June 2026

Twenty Largest Shareholders

No.	Name of Shareholders	Number of Shares	%
1.	PHILLIP SECURITIES PTE LTD	89,070,361	74.52
2.	CGS INTL SECURITIES SINGAPORE PL	11,404,615	9.54
3.	ANG KIM HAA	3,514,906	2.94
4.	NG BEE ENG	3,514,906	2.94
5.	BADARIYAH BINTI HUSSEIN	1,774,254	1.48
6.	TIGER BROKERS (SINGAPORE) PTE. LTD.	1,635,300	1.37
7.	ONG HOCK SENG	1,317,151	1.10
8.	PENG CHEE SENG (PENG ZHICHENG)	1,107,000	0.93
9.	DBS NOMINEES PTE LTD	956,000	0.80
10.	SEAW WEI TAT	543,500	0.45
11.	KHONG TUCK WENG	434,000	0.36
12.	LEE CHOON LAN	434,000	0.36
13.	OCBC SECURITIES PRIVATE LTD	405,000	0.34
14.	AHMAD IZZUDDIN BIN MD. ISA	338,722	0.28
15.	IFAST FINANCIAL PTE LTD	245,100	0.21
16.	NG SOON HOCK (HUANG SHUNFU)	224,300	0.19
17.	DENG YOUPING	200,000	0.17
18.	PHUA YONG SIN	150,000	0.13
19.	LEONG KOK FAI	130,000	0.11
20.	LIM AND TAN SECURITIES PTE LTD	125,000	0.10
Total:		117,524,115	98.32

Percentage of Shareholding Held in Public's Hands

Based on the information made available to the Company as at 18 June 2026, approximately 26.42% of the Company's issued shares (excluding treasury shares and subsidiary holdings) were held in the hands of public. Accordingly, the Company has complied with Rule 723 of the Listing Manual Section B: Rules of Catalist of the Singapore Exchange Securities Trading Limited.

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Eighth Annual General Meeting (“**AGM**”) of MeGroup Ltd. (the “**Company**”) will be convened and held at RNN Conference Centre, 143 Cecil Street, GB Building, #11-03, Singapore 069542 on Friday, 31 July 2026 at 11.00 a.m. (Singapore Time) to transact the following purposes:

As Ordinary Business

- | | | |
|----|--|---------------------|
| 1. | To receive and adopt the Directors’ Statement and the Audited Financial Statements of the Company for the financial year ended 31 March 2026 together with the Independent Auditor’s Report thereon. | Resolution 1 |
| 2. | To re-elect Ms Wong Keat Yee as a Director, retiring pursuant to Regulation 94 of the Company’s Constitution.
<i>[See Explanatory Note (i)]</i> | Resolution 2 |
| 3. | To re-elect Mr Lai Sou Wei as a Director, retiring pursuant to Regulation 94 of the Company’s Constitution.
<i>[See Explanatory Note (ii)]</i> | Resolution 3 |
| 4. | To re-elect Mr Chong Kwea Seng as a Director, retiring pursuant to Regulation 94 of the Company’s Constitution.
<i>[See Explanatory Note (iii)]</i> | Resolution 4 |
| 5. | To approve the payment of Directors’ fees of S\$150,000 for the financial year ended 31 March 2026. (FY2025: S\$150,000) | Resolution 5 |
| 6. | To re-appoint Messrs CLA Global TS Public Accounting Corporation as the Independent Auditor of the Company and to authorise the Directors of the Company to fix its remuneration. | Resolution 6 |
| 7. | To transact any other ordinary business which may properly be transacted at an AGM. | |

As Special Business

To consider and if thought fit, to pass the following resolutions with or without any modifications:

- | | | |
|----|--|---------------------|
| 8. | Authority to Allot and Issue Shares | Resolution 7 |
|----|--|---------------------|

That pursuant to Section 161 of the Companies Act 1967 of Singapore (the “**Act**”) and Rule 806 of Listing Manual Section B: Rules of Catalist (the “**Catalist Rules**”) of the Singapore Exchange Securities Trading Limited (the “**SGX-ST**”) and Constitution of the Company, authority be and is hereby given to the Directors to:

- (a) (i) allot and issue shares in the capital of the Company (“**Shares**”) whether by way of rights, bonus or otherwise; and/or
- (ii) make or grant offers, agreements or options (collectively, “**Instruments**”) that might or would require Shares to be issued, including but not limited to the creation and issue of (as well as adjustments to) options, warrants, debentures or other instruments convertible into shares,

at any time and upon such terms and conditions and for such purposes and to such persons as the Directors of the Company may in their absolute discretion deem fit; and

NOTICE OF ANNUAL GENERAL MEETING

- (b) (notwithstanding the authority conferred by this Resolution may have ceased to be in force) issue Shares in pursuance of any Instruments made or granted by the Directors of the Company while this Resolution was in force,

provided that:

- (1) the aggregate number of shares (including shares to be issued in pursuance of the Instruments, made or granted pursuant to this Resolution) to be issued pursuant to this Resolution shall not exceed one hundred per centum (100%) of the total number of issued shares (excluding treasury shares and subsidiary holdings, if any) in the capital of the Company (as calculated in accordance with sub-paragraph (2) below), of which the aggregate number of shares to be issued other than on a pro rata basis to shareholders of the Company shall not exceed fifty per centum (50%) of the total number of issued shares (excluding treasury shares and subsidiary holdings, if any) in the capital of the Company (as calculated in accordance with sub-paragraph (2) below);
- (2) (subject to such calculation as may be prescribed by the SGX-ST) for the purpose of determining the aggregate number of shares that may be issued under sub-paragraph (1) above, the total number of issued shares (excluding any treasury shares and subsidiary holdings, if any) shall be based on the total number of issued shares (excluding any treasury shares and subsidiary holdings, if any) in the capital of the Company at the time of the passing of this Resolution, after adjusting for:
 - (a) new Shares arising from the conversion or exercise of any convertible securities;
 - (b) new Shares arising from exercising share options or vesting of share awards which are outstanding or subsisting at the time of the passing of this Resolution provided the options or awards (as the case may be) were granted in compliance with Part VIII of Chapter 8 of the Catalist Rules; and
 - (c) any subsequent bonus issue, consolidation or subdivision of shares.

Adjustments for (a) and (b) above are only to be made in respect of new Shares arising from convertible securities, share options or share awards which were issued and outstanding or subsisting at the time of the passing of this Resolution;

- (3) in exercising the authority conferred by this Resolution, the Company shall comply with the provisions of the Catalist Rules for the time being in force (unless such compliance has been waived by the SGX-ST) and the Constitution of the Company; and unless revoked or varied by the Company in a general meeting, such authority conferred by this Resolution shall continue in force (i) until the conclusion of the next annual general meeting of the Company; or (ii) the date by which the next annual general meeting of the Company is required by law to be held, whichever is earlier.

[See explanatory Note (iv)]

NOTICE OF ANNUAL GENERAL MEETING

9. Authority to Allot and Issue Shares under the MeGroup Employee Share Option Scheme

Resolution 8

That pursuant to Section 161 of the Act, authority be and is hereby given to the Directors of the Company to:

- (a) offer and grant share options (“**Options**”) from time to time in accordance with the provisions of the MeGroup Employee Share Option Scheme (the “**MeGroup ESOS**”); and
- (b) allot and issue from time to time such number of Shares in the capital of the Company as may be required to be issued pursuant to the exercise of the Options granted under the MeGroup ESOS (including but not limited to allotment and issuance of Shares in the capital of the Company at any time, whether during the continuance of such authority or thereafter, pursuant to Options made or granted by the Company whether granted during the subsistence of this authority or otherwise),

provided always that the aggregate number of Shares to be issued pursuant to the MeGroup ESOS when aggregated together with Shares issued and/or issuable in respect of all Options granted under the MeGroup ESOS, all other existing share schemes or share plans of the Company for the time being shall not exceed fifteen per centum (15%) of the total number of issued Shares of the Company (excluding treasury Shares and subsidiary holdings, if any) from time to time and that such authority shall unless revoked or varied by the Company in a general meeting, continue in force until the conclusion of the next annual general meeting or the date by which the next annual general meeting is required by law to be held, whichever is earlier.

[See Explanatory Note (v)]

10. Authority to Allot and Issue Shares under the MeGroup Performance Share Plan

Resolution 9

That pursuant to Section 161 of the Act, authority be and is hereby given to the Directors of the Company to:

- (a) offer and grant share awards (“**Awards**”) from time to time in accordance with the provisions of the MeGroup Performance Share Plan (the “**MeGroup PSP**”); and
- (b) allot and issue from time to time such number of Shares in the capital of the Company as may be required to be issued pursuant to the Awards granted under the MeGroup PSP (including but not limited to allotment and issuance of Shares in the capital of the Company at any time, whether during the continuance of such authority or thereafter, pursuant to Award made or granted by the Company whether granted during the subsistence of this authority or otherwise),

provided always that the aggregate number of Shares to be issued pursuant to the MeGroup PSP when aggregated together with Shares issued and/or issuable in respect of all share awards granted under the MeGroup PSP, all other existing share schemes or share plans of the Company for the time being shall not exceed fifteen per centum (15%) of the total number of issued Shares of the Company (excluding treasury Shares and subsidiary holdings, if any) from time to time and that such authority shall, unless revoked or varied by the Company in a general meeting, continue in force until the conclusion of the next annual general meeting or the date by which the next annual general meeting is required by law to be held, whichever is earlier.

[See Explanatory Note (vi)]

NOTICE OF ANNUAL GENERAL MEETING

11. Renewal of Share Buy-Back Mandate

Resolution 10

That:

- (a) for the purposes of the Act and Part XI of Chapter 8 of the Catalist Rules, the Directors of the Company be authorised and empowered to purchase or otherwise acquire issued ordinary shares in the capital of the Company ("**Shares**") not exceeding in aggregate the Maximum Limit (as hereafter defined), at such price or prices as may be determined by the Directors of the Company from time to time up to the Maximum Price (as hereafter defined), whether by way of:

- (1) on-market purchases through the ready market of the SGX-ST or, as the case may be, any other stock exchange on which the Shares may for the time being be listed and quoted ("**Other Exchange**"), through one or more duly licensed stockbrokers appointed by the Company for the purpose (the "**On-Market Share Buy-Back**"); and/or
- (2) off-market purchases (if effected otherwise than on the SGX-ST) in accordance with any equal access scheme(s) as may be determined or formulated by the Directors as they may consider fit and in the best interests of the Company, which scheme(s) shall satisfy all the conditions prescribed by the Act and the Catalist Rules (the "**Off-Market Share Buy-Back**");

and otherwise in accordance with all other laws, regulations and rules of the SGX-ST or, as the case may be, Other Exchange, as may for the time being be applicable, be and is hereby authorised and approved generally and unconditionally (the "**Share Buy-Back Mandate**");

- (b) any Share purchased or acquired by the Company is deemed cancelled immediately on purchase or acquisition (and all rights and privileges attached to the Share will expire on such cancellation) unless such Share is held by the Company as a treasury share in accordance with the Act;
- (c) unless varied or revoked by the Company in a general meeting, the authority conferred on the Directors of the Company pursuant to the Share Buy-Back Mandate may be exercised by the Directors of the Company at any time and from time to time during the period commencing from the passing of this resolution and expiring on the earliest of:
- (1) the date on which the next annual general meeting of the Company is held or required by law to be held;
 - (2) the date on which purchases and acquisitions of Shares pursuant to the Share Buy-Back Mandate are carried out to the full extent mandated; and
 - (3) the date on which the authority contained in the Share Buy-Back Mandate is varied or revoked by the Company in a general meeting, whichever is the earliest ("**Relevant Period**");

NOTICE OF ANNUAL GENERAL MEETING

(d) In this resolution:

“Maximum Limit” means the number of Shares representing ten per centum (10%) of the total issued ordinary share capital of the Company ascertained as at the date of the passing of this resolution unless the Company has effected a reduction of the share capital of the Company in accordance with the applicable provisions of the Act at any time during the Relevant Period (as hereafter defined), in which event the issued ordinary share capital of the Company shall be taken to be the amount of the issued ordinary share capital of the Company as altered (excluding any treasury shares that may be held by the Company from time to time);

“Maximum Price” in relation to a Share to be purchased, means the purchase price (excluding brokerage, commissions, stamp duties, applicable goods and services tax, clearance fees and other related expenses) not exceeding:

- a) in the case of an On-Market Share Buy-Back, 105% of the Average Closing Price; and
- b) in the case of an Off-Market Share Buy-Back, 120% of the Average Closing Price, where:

“Average Closing Price” means the average of the closing market prices of the Shares over the last five (5) Market Days (a **“Market Day”** being a day on which the SGX-ST is open for trading in securities) on the SGX-ST, on which transactions in the Shares were recorded, immediately preceding the day of the On-Market Share Buy-Back or, as the case may be, the day of the making of the offer pursuant to the Off-Market Share Buy-Back, and deemed to be adjusted for any corporate action that occurs during the relevant 5-day period and the day on which the purchases are made; and

“day of the making of the offer” means the day on which the Company announces its intention to make an Off-Market Share Buy-Back from shareholders of the Company, stating the purchase price (which shall not be more than the Maximum Price calculated on the foregoing basis) for each Share and the relevant terms of the equal access scheme for effecting the Off-Market Share Buy-Back; and

- (e) the Directors of the Company and/or any of them be and are hereby authorised to complete and do all such acts and things (including executing such documents as may be required) as they and/or he may consider expedient or necessary to give effect to the transactions contemplated by this resolution.

[See Explanatory Note (vii)]

By Order of the Board

Yoo Loo Ping
Company Secretary

Singapore, 16 July 2026

NOTICE OF ANNUAL GENERAL MEETING

Explanatory Notes:

- (i) Ms Wong Keat Yee ("**Ms Carol Wong**") will, upon re-election as a Director of the Company, remain as the Executive Chairwoman of the Company. Please refer to Additional Information on Directors Seeking Re-election in the Annual Report for additional information on Ms Carol Wong pursuant to Rule 720(5) and Appendix 7F of the Catalyst Rules.
- (ii) Mr Lai Sou Wei ("**Mr Edmund Lai**") will, upon re-election as a Director of the Company, remains as the Independent Non-Executive Director of the Company, Chairman of the Audit Committee, a member of the Nominating Committee and Remuneration Committee. The Board considers Mr Edmund Lai to be independent pursuant to Rule 704(7) of the Catalyst Rules. Please refer to Additional Information on Directors Seeking Re-election in the Annual Report for additional information on Mr Edmund Lai pursuant to Rule 720(5) and Appendix 7F of the Catalyst Rules.
- (iii) Mr Chong Kwea Seng ("**Mr Chong**") will, upon re-election as a Director of the Company, remains as the Independent Non-Executive Director of the Company, a member of Audit Committee, Nominating Committee and Remuneration Committee. The Board considers Mr Chong to be independent pursuant to Rule 704(7) of the Catalyst Rules. Please refer to Additional Information on Directors Seeking Re-election in the Annual Report for additional information on Mr Chong pursuant to rule 720(5) and Appendix 7F of the Catalyst Rules.
- (iv) The Ordinary Resolution 7 in item 8 above, if passed, will empower the Directors of the Company from the date of this AGM until the date of the next AGM of the Company, or the date by which the next AGM of the Company is required by law to be held, or such authority is varied or revoked by the Company in a general meeting, whichever is the earlier, to issue Shares, make or grant Instruments convertible into Shares, and to issue Shares pursuant to such Instruments, up to a number not exceeding, in total, one hundred per centum (100%) of the total number of issued Shares (excluding treasury shares and subsidiary holdings), of which up to fifty per centum (50%) may be issued other than on a pro rata basis to existing shareholders of the Company for such purposes as they consider would be in the interest of the Company.

For determining the aggregate number of Shares that may be issued, the percentage of issued Shares will be calculated based on the total number of issued shares (excluding treasury shares and subsidiary holdings) at the time this Resolution is passed after adjusting for new Shares arising from the conversion or exercise of the Instruments or any convertible securities, the exercise of share options or the vesting of share awards outstanding or subsisting at the time when this Resolution is passed and any subsequent consolidation or subdivision of Shares.

- (v) The Ordinary Resolution 8 in item 9 above, if passed, will empower the Directors of the Company, from the date of this AGM until the next AGM of the Company, or the date by which the next AGM of the Company is required by law to be held, or such authority is varied or revoked by the Company in a general meeting, whichever is the earlier, to issue shares in the Company pursuant to the exercise of options granted under the MeGroup ESOS and all other share based incentive schemes of the Company up to a number not exceeding in aggregate (for the entire duration of the scheme(s)) fifteen per centum (15%) of the total number of issued shares (excluding treasury shares and subsidiary holdings) in the capital of the Company from time to time.
- (vi) The Ordinary Resolution 9 in item 10 above, if passed, will empower the Directors of the Company, from the date of this AGM until the next AGM of the Company, or the date by which the next AGM of the Company is required by law to be held, or such authority is varied or revoked by the Company in a general meeting, whichever is the earlier, to offer and grant Awards under the MeGroup PSP in accordance with the provisions of the MeGroup PSP and to issue from time to time such number of fully paid shares as may be required to be issued pursuant to the vesting of the Awards subject to the maximum number of shares prescribed under the terms and conditions of the MeGroup PSP. The aggregate number of shares which may be issued pursuant to the MeGroup PSP and any other share-based schemes (if applicable) shall not exceed in aggregate (for the entire duration of the scheme(s)) fifteen per centum (15%) of the total number of issued shares (excluding treasury shares and subsidiary holdings) in the capital of the Company from time to time.
- (vii) The Ordinary Resolution 10 in item 11 above, if passed, will empower the Directors to purchase or otherwise acquire Shares on the terms of the Share Buy-Back Mandate, as set out in Resolution 10 and the Appendix to Shareholders dated 16 July 2026. Please refer to the aforementioned Appendix to Shareholders for further details. The Company may use internal sources of funds or external borrowings or a combination of both to finance the Company's purchase or acquisition of Shares pursuant to the Share Buy-Back Mandate. The amount of financing required and the impact on the Company's financial position cannot be ascertained as at the date of this notice as these will depend on, amongst others, the aggregate number of Shares purchased or acquired, whether the purchase or acquisition is made out of capital or profits, the purchase prices paid for such Shares, the amount (if any) borrowed by the Company to fund the purchase or acquisition and whether the Shares purchased or acquired are cancelled or held as treasury shares. Illustrative financial effects of the Share Buy-Back Mandate are set out in the aforementioned Appendix to Shareholders.

NOTICE OF ANNUAL GENERAL MEETING

IMPORTANT NOTICE FOR SHAREHOLDERS:

The Company's AGM is being convened, and will be held physically at RNN Conference Centre, 143 Cecil Street, GB Building, #11-03, Singapore 069542 on Friday, 31 July 2026 at 11.00 a.m. (Singapore Time). There will be no option for shareholders to participate virtually.

The Notice of AGM, proxy form and the Annual Report 2026 request form ("**Request Form**") have been made available by electronic means via publication on Company's corporate website at the URL <https://me-grp.com/> and on the SGX-ST website at the URL <https://www.sgx.com/securities/company-announcements>. Printed copies have also be circulated by post to the shareholders' registered address. The Notice of AGM will also be published in the print edition of *The Business Times* on 16 July 2026.

The Annual Report 2026 and the Appendix to Shareholders in relation to the Proposed Renewal of the Share Buy-Back Mandate dated 16 July 2026 may be accessed at Company's corporate website at the URL <https://me-grp.com/> and on the SGX-ST website at the URL <https://www.sgx.com/securities/company-announcements>.

Shareholders who wish to receive a printed copy of the Annual Report 2026 and the Appendix to Shareholders in relation to the Proposed Renewal of the Share Buy-Back Mandate dated 16 July 2026 may do so by completing the Request Form and sending it to the Company by 23 July 2026 through any of the following means:

- (i) via email to shareregistry@incorp.asia; or
- (ii) in hard copy by post or by hand, and lodging the same at c/o In.Corp Corporate Services Pte. Ltd., 36 Robinson Road, #20-01 City House, Singapore 068877

Shareholders should take note of the following arrangements for the AGM:

(a) Participation in the AGM

Shareholders, including CPF and SRS investors, may participate in the AGM by:

- (i) Attending the AGM in person;
- (ii) Submitting questions in relation to any agenda item in this Notice of AGM in advance of, or at the AGM; and/or
- (iii) voting at the AGM by (i) themselves; or (ii) through duly appointed proxy(ies).

Details of the steps for registration, asking of questions and voting at the AGM by shareholders, are set out in notes (b) to (e) below.

(b) Register in person to attend the AGM

Shareholders, including CPF and SRS investors can attend the AGM in person.

To do so, they will need to register in person at the registration counter(s) outside the AGM venue on the day of the event. Please bring along your NRIC/passport to enable the Company to verify your identity. The Company reserves the right to refuse admittance to the AGM if the attendee's identity cannot be verified accurately.

Investors who hold shares through a relevant intermediary (as defined in Section 181 of the Companies Act 1967 of Singapore ("**Act**") ("**Relevant Intermediary**"), and who wish to attend the AGM should approach their Relevant Intermediary as soon as possible for the Relevant Intermediary to make the necessary arrangements for their attendance.

(c) Asking Questions

Shareholders and investors who have questions in relation to any agenda items in this Notice of AGM can ask questions during the AGM or submit their questions to the Company in advance ("**Advanced Questions**"), by **23 July 2026**, through any of the following means:

- (i) via email to accounts@mnsb.me-grp.com; or
- (ii) in hard copy by sending personally or by post to the Company's Registered Office at 133 Cecil Street, #14-01 Keck Seng Tower, Singapore 069535.

NOTICE OF ANNUAL GENERAL MEETING

Shareholders and investors must identify themselves when posting questions through email or in hard copy by sending personally or by post, by providing the following details:

- (i) Full Name;
- (ii) Contact Telephone Number;
- (iii) Email Address; and
- (iv) The manner in which you hold shares (if you hold shares directly, please provide your CDP account number; otherwise, please state if you hold your shares through CPF or SRS, or are a relevant intermediary shareholder).

The Company will address all substantial and relevant Advanced Questions through announcement on the Company's corporate website at the URL <https://me-grp.com/> and on the SGX-ST website at the URL <https://www.sgx.com/securities/company-announcements> by 26 July 2026, 11.00 a.m.

Follow up questions which are submitted after 23 July 2026 will be consolidated and addressed either before the AGM via an announcement on SGXNet and the Company's website or at the AGM. The Company will publish the minutes of the AGM, which will include responses from the Board and management of the Company on the substantial and relevant questions received from Shareholders and Investors via an announcement on SGX-ST website and the Company's website within one (1) month after the AGM.

(d) Voting at the AGM

For CPF/SRS investors, please refer to note (e) for the procedures to vote at the AGM.

Shareholders will be able to vote at the AGM in person, or by appointing proxy(ies) to vote on their behalf.

A shareholder (other than Relevant Intermediary) of the Company entitled to attend and vote at the AGM is entitled to appoint one (1) or two (2) proxies to attend and vote in his/her stead. Where a shareholder appoints two (2) proxies, the appointments shall be invalid unless he/she specifies the proportion of his/her shareholding (expressed as a percentage of the whole) to be represented by each proxy.

A shareholder who is a Relevant Intermediary entitled to attend the AGM and vote is entitled to appoint more than one (1) proxy to attend and vote instead of the shareholder, but each proxy must be appointed to exercise the rights attached to a different Share or Shares held by such shareholder. Where such shareholder appoints more than one (1) proxy, the appointments shall be invalid unless the shareholder specifies the number of Shares in relation to which each proxy has been appointed.

A person who holds shares in the Company through Relevant Intermediary (other than CPF and SRS investors), and who wishes to participate in the AGM should contact the Relevant Intermediary through which he/she holds such shares as soon as possible in order to make the necessary arrangements for them to participate in the AGM.

Duly completed Proxy Forms, together with the power of attorney or other authority under which it is signed (if applicable) or a notarially certified copy thereof, must be submitted through any of the following means not later than **28 July 2026, 11.00 a.m.** (being no later than 72 hours before the time appointed for holding the AGM) and in default the proxy form shall not be treated as valid:

- a) if sent personally or by post, be lodged at c/o In.Corp Corporate Services Pte. Ltd., 36 Robinson Road, #20-01 City House, Singapore 068877; or
- b) if submitted by email, be received by the Company at shareregistry@incorp.asia.

The Proxy Form has been made available on Company's corporate website at the URL <https://me-grp.com/> and on the SGX-ST website at the URL <https://www.sgx.com/securities/company-announcements>.

Please refer to the detailed instructions set out in the Proxy Form.

e) Voting at the AGM by CPF/SRS Investors

CPF/SRS investors who wish to vote at the AGM may attend the AGM in person physically, or may appoint the Chairman of the Meeting as their proxy to vote. The CPF/SRS investors who wish to appoint the Chairman of the Meeting as their proxy should not make use of the Proxy Form. They should approach their respective CPF Agent Banks or SRS Operators to submit their votes by **21 July 2026, 11.00 a.m.**, being at least seven (7) working days before the AGM, in order to allow sufficient time for their respective relevant intermediaries to in turn submit a Proxy Form to appoint the Chairman to vote on their behalf.

NOTICE OF ANNUAL GENERAL MEETING

Personal Data Privacy:

"Personal data" has the same meaning ascribed to it in the Personal Data Protection Act 2012 of Singapore, which includes name, address, NRIC/passport number of a Member and proxy(ies) and/or representative(s) of a Member.

By submitting an instrument appointing proxy(ies) and/or representative(s) to attend, speak and vote at the AGM and/or any adjournment thereof, or submitting any question prior to the AGM in accordance with this Notice of AGM, a Member (i) consents to the collection, use and disclosure of the Member's personal data by the Company (or its agents or, service providers) for the purposes of (a) processing, administration and analysis by the Company (or its agents or, service providers) of Proxy Forms/instruments appointing proxy(ies) and/or representative(s) for the AGM (including any adjournment thereof); (b) addressing substantial and relevant questions from Members received before the AGM and if necessary, following up with the relevant Members in relation to such questions; and (c) preparation and compilation of the attendance lists, minutes and other documents relating to the AGM (including any adjournment thereof), and (d) in order for the Company (or its agents or, service providers) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "Purposes"); (ii) warrants that where the Member discloses the personal data of the Member's proxy(ies) and/or representative(s) to the Company (or its agents or, service providers), the Member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents or, service providers) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iii) agrees to indemnify the Company in respect of any penalties, liabilities, claims, losses and damages as a result of the Member's breach of warranty.

In the case of a Member who is a Relevant Intermediary, by submitting the consolidated list of participants, such Member represents and warrants that it has obtained the prior consent of the individuals for the collection, use and disclosure by the Company (or its agents or, service providers) of the personal data of such individuals by the Company (or its agents or, service providers) for any of the Purposes.

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

Ms Wong Keat Yee (“**Ms Carol Wong**”), Mr Lai Sou Wei (“**Mr Edmund Lai**”) and Mr Chong Kwea Seng (“**Mr Chong**”), retiring pursuant to Regulation 94 of the Company’s Constitution (collectively the “**Retiring Directors**”), will be seeking re-election at the forthcoming annual general meeting (“**AGM**”) of the Company scheduled to be held on Friday, 31 July 2026 under Resolutions 2, 3 and 4 as set out in the Notice of AGM dated 16 July 2026.

Pursuant to Rule 720(5) of the Listing Manual Section B: Rules of Catalyst (“**Catalist Rules**”) of the Singapore Exchange Securities Trading Limited (“**SGX-ST**”), the information relating to the Retiring Directors set out in Appendix 7F as required under the Catalyst Rules of the SGX-ST are disclosed below:

NAME OF DIRECTOR	WONG KEAT YEE	LAI SOU WEI	CHONG KWEA SENG
Date of Appointment	26 September 2018	26 September 2018	2 January 2021
Date of last re-appointment (if applicable)	31 July 2024	28 July 2023	31 July 2024
Age	47	51	71
Country of principal residence	Malaysia	Malaysia	Malaysia
The Board’s comments on this appointment (including rationale, selection criteria, board diversity considerations, and the search and nomination process).	After assessing Ms Carol Wong’s expertise, experience and overall contribution, as well as the overall size, composition and diversity of skillsets of the Board, the Nominating Committee and the Board is satisfied that Ms Carol Wong will continue to contribute to the Board, and to the combination of knowledge, skills, experience and diversity required on the Board in order to serve the needs and plans of the Company and the Group, and has recommended that Ms Carol Wong be re-elected as Director of the Company.	After assessing Mr Edmund Lai’s expertise, experience and overall contribution, as well as the overall size, composition and diversity of skillsets of the Board, the Nominating Committee and the Board is satisfied that Mr Edmund Lai will continue to contribute to the Board, and to the combination of knowledge, skills, experience and diversity required on the Board in order to serve the needs and plans of the Company and the Group, and has recommended that Mr Edmund Lai be re-elected as Director of the Company.	After assessing Mr Chong’s expertise, experience and overall contribution, as well as the overall size, composition and diversity of skillsets of the Board, the Nominating Committee and the Board is satisfied that Mr Chong will contribute to the Board, and to the combination of knowledge, skills, experience and diversity required on the Board in order to serve the needs and plans of the Company and the Group, and has recommended that Mr Chong be re-elected as Director of the Company.

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

NAME OF DIRECTOR	WONG KEAT YEE	LAI SOU WEI	CHONG KWEA SENG
Whether appointment is executive, and if so, the area of responsibility	Executive. Ms Carol Wong is responsible for the overall operations and supply chain strategy of the Manufacturing Business, including overseeing the Group's human resources, purchasing and procurement departments. She will also be responsible as the Executive Chairwoman of the Board of Directors.	Non-executive.	Non-executive.
Job Title (e.g. Lead ID, AC Chairman, AC Member etc.)	- Executive Chairwoman - Head of Operations, Manufacturing	- Independent Non-Executive Director - Chairman of Audit Committee - Member of Nominating Committee - Member of Remuneration Committee	- Independent Non-Executive Director - Member of Audit Committee - Member of Nominating Committee - Member of Remuneration Committee
Professional qualifications	Graduate from the South Australian Matriculation pre-university program conducted by Taylor's College, Malaysia	Bachelor of Commerce in Accounting and Finance from Monash University	- Bachelor of Science in Mechanical Engineering with First Class Honours from Heriott-Watt University, United Kingdom - Diploma in Mechanical Engineering with First Class Honours from University Teknologi Malaysia
Working experience and occupation(s) during the past 10 years	Ms Carol Wong has been with the Group since 2001, and joined as an executive in the production and planning department of the Manufacturing Business. She was appointed as the Executive Director of the Company since 26 September 2018 and subsequently appointed as Board Chairwoman since 30 August 2024.	2017 to Current – Polaris Corporate Solutions Sdn. Bhd. - Director 2000 to 2017 – Deloitte Corporate Solutions Sdn. Bhd. – Senior Manager	2017 to 25 May 2026 – Hap Seng Plantations Holdings Berhad – Director 2017 to 2020 – Fitters Diversified Berhad - Independent Director 2006 to 2016 – Sime Darby Industrial – Managing Director

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

NAME OF DIRECTOR	WONG KEAT YEE	LAI SOU WEI	CHONG KWEA SENG
Shareholding interest in the listed issuer and its subsidiaries	Yes. Deemed Interested in 61,232,497 Ordinary Shares held by JCWW Sdn. Bhd. in MeGroup Ltd.	Nil	Nil
Any relationship (including immediate family relationships) with any existing director, existing executive officer, the issuer and/or substantial shareholder of the listed issuer or of any of its principal subsidiaries	Ms Carol Wong is the daughter of Mr Wong Cheong Chee, the Group Senior Advisor, and Mdm Lee Soh Hong, Substantial Shareholder of the Company. Ms Carol Wong is the sister of (1) Mr Wong Sai Hou, Executive Director and Chief Executive Officer, and Head of Group Expansion & Strategy and Head of Dealerships; and (2) Mr Wong Sai Keat, Executive Director and Head of Engineering, Manufacturing, R&D. Ms Carol Wong is also the cousin of Mr Lee Khoon Chuan, Substantial Shareholder of the Company.	Nil	Nil
Conflict of interest (including any competing business)	Nil	Nil	Nil
Undertaking (in the format set out in Appendix 7H) under Rule 720(1) has been submitted to the listed issuer	Yes	Yes	Yes
Other Principal Commitments including Directorships			
Past (for the last 5 years)	Yatta Group Sdn. Bhd.	MSA Restructuring Sdn. Bhd.	Hap Seng Plantations Holdings Berhad

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

NAME OF DIRECTOR	WONG KEAT YEE	LAI SOU WEI	CHONG KWEA SENG
Present	• MeAG Pte. Ltd. – Director • MeMG Pte. Ltd. – Director • Menang Nusantara Holdings Sdn. Bhd. – Director • Menang Nusantara Sdn. Bhd. – Director • MN Otomobil Sdn. Bhd. – Director • MN Automart Sdn. Bhd. – Director • MN Otomart Sdn. Bhd. – Director • MN Wheels Sdn. Bhd. – Director • Menang Nusantara Assembly Sdn. Bhd. – Director • Menang Nusantara Holdings Sdn. Bhd. – Director	• Polaris Corporate Solutions Sdn. Bhd. – Director • Idris Hydraulic (Malaysia) Berhad – Director	• Subur Tiasa Holdings Berhad – Advisor

Information Required

(a)	Whether at any time during the last 10 years, an application or a petition under any bankruptcy law of any jurisdiction was filed against him or against a partnership of which he was a partner at the time when he was a partner or at any time within 2 years from the date he ceased to be a partner?	No	No	No
-----	---	----	----	----

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

NAME OF DIRECTOR		WONG KEAT YEE	LAI SOU WEI	CHONG KWEA SENG
(b)	Whether at any time during the last 10 years, an application or a petition under any law of any jurisdiction was filed against an entity (not being a partnership) of which he was a director or an equivalent person or a key executive, at the time when he was a director or an equivalent person or a key executive of that entity or at any time within 2 years from the date he ceased to be a director or an equivalent person or a key executive of that entity, for the winding up or dissolution of that entity or, where that entity is the trustee of a business trust, that business trust, on the ground of insolvency?	No	No	No
(c)	Whether there is any unsatisfied judgment against him?	No	No	No
(d)	Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving fraud or dishonesty which is punishable with imprisonment, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such purpose?	No	No	No

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

NAME OF DIRECTOR		WONG KEAT YEE	LAI SOU WEI	CHONG KWEA SENG
(e)	Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such breach?	No	No	No
(f)	Whether at any time during the last 10 years, judgment has been entered against him in any civil proceedings in Singapore or elsewhere involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or a finding of fraud, misrepresentation or dishonesty on his part, or he has been the subject of any civil proceedings (including any pending civil proceedings of which he is aware) involving an allegation of fraud, misrepresentation or dishonesty on his part?	No	No	No

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

NAME OF DIRECTOR		WONG KEAT YEE	LAI SOU WEI	CHONG KWEA SENG
(g)	Whether he has ever been convicted in Singapore or elsewhere of any offence in connection with the formation or management of any entity or business trust?	No	No	No
(h)	Whether he has ever been disqualified from acting as a director or an equivalent person of any entity (including the trustee of a business trust), or from taking part directly or indirectly in the management of any entity or business trust?	No	No	No
(i)	Whether he has ever been the subject of any order, judgment or ruling of any court, tribunal or governmental body, permanently or temporarily enjoining him from engaging in any type of business practice or activity?	No	No	No
(j)	Whether he has ever, to his knowledge, been concerned with the management or conduct, in Singapore or elsewhere, of the affairs of :—	No	No	No

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

NAME OF DIRECTOR		WONG KEAT YEE	LAI SOU WEI	CHONG KWEA SENG
(i)	any corporation which has been investigated for a breach of any law or regulatory requirement governing corporations in Singapore or elsewhere; or	No	No	No
(ii)	any entity (not being a corporation) which has been investigated for a breach of any law or regulatory requirement governing such entities in Singapore or elsewhere; or	No	No	No
(iii)	any business trust which has been investigated for a breach of any law or regulatory requirement governing business trusts in Singapore or elsewhere; or	No	No	No

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

NAME OF DIRECTOR	WONG KEAT YEE	LAI SOU WEI	CHONG KWEA SENG
(iv) any entity or business trust which has been investigated for a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, in connection with any matter occurring or arising during that period when he was so concerned with the entity or business trust?	No	No	No
(k) Whether he has been the subject of any current or past investigation or disciplinary proceedings, or has been reprimanded or issued any warning, by the Monetary Authority of Singapore or any other regulatory authority, exchange, professional body or government agency, whether in Singapore or elsewhere?	No	No	No

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

NAME OF DIRECTOR	WONG KEAT YEE	LAI SOU WEI	CHONG KWEA SENG
Disclosure applicable to the appointment of Director only.			
Any prior experience as a director of an issuer listed on the Exchange? If yes, please provide details of prior experience. If no, please state if the director has attended or will be attending training on the roles and responsibilities of a director of a listed issuer or prescribed by the Exchange. Please provide details of relevant experience and the nominating committee's reasons for not requiring the director to undergo training as prescribed by the Exchange (if applicable).	Not applicable. This disclosure is for Director's re-appointment.	Not applicable. This disclosure is for Director's re-appointment.	Not applicable. This disclosure is for Director's re-appointment.

MEGROUP LTD.

(Company Registration No.: 201804996H)
(Incorporated in the Republic of Singapore)

PROXY FORM

(Please see notes overleaf before completing this Form)

IMPORTANT:

- 1. For CPF, or SRS investors who wish to appoint the Chairman of the Meeting as their proxy, they should approach their CPF and/or SRS Approved Nominees to submit their votes at least seven (7) working days before the AGM (i.e., by 21 July 2026, 11.00 a.m.). This Proxy Form is not valid for use by CPF/SRS investors and shall be ineffective for all intents and purposes if used or purported to be used by them.
- 2. By submitting an instrument appointing proxy/proxies, the member accepts and agrees to the personal data privacy terms set out in the Notice of AGM dated 16 July 2026.
- 3. Please read the notes to the Proxy Form.

I/We*, _____
NRIC/Passport No.* _____
of _____
being a member/members* of MeGroup Ltd. (the “Company”), hereby appoint:

Name	*NRIC/Passport	Proportion of Shareholdings	
		No. of Shares	%
Address			

and/or*

Name	*NRIC/Passport	Proportion of Shareholdings	
		No. of Shares	%
Address			

or failing him/her*, the Chairman of the Annual General Meeting (“AGM” or the “Meeting”) of the Company as my/our* proxy/proxies* to vote for me/us* on my/our* behalf at the AGM of the Company to be held at RNN Conference Centre, 143 Cecil Street, GB Building, #11-03, Singapore 069542 on Friday, 31 July 2026 at 11.00 a.m. (Singapore Time) and at any adjournment thereof. I/We* direct my/our* proxy/proxies* to vote for or against the resolutions to be proposed at the AGM as indicated hereunder. If no specific direction as to voting is given or in the event of any other matter arising at the AGM and at any adjournment thereof, the proxy/proxies* will vote or abstain from voting at his/her* discretion.

NO.	ORDINARY RESOLUTIONS RELATING TO:	NO. OF VOTES FOR ⁽¹⁾	NO. OF VOTES AGAINST ⁽¹⁾	NO. OF VOTES ABSTAIN ⁽¹⁾
1	Directors’ Statement and Audited Financial Statements for the financial year ended 31 March 2026.			
2	Re-election of Ms Wong Keat Yee as a Director.			
3	Re-election of Mr Lai Sou Wei as a Director.			
4	Re-election of Mr Chong Kwea Seng as a Director.			
5	Approval of Directors’ fees of S\$150,000 for the financial year ended 31 March 2026.			
6	Re-appointment of Messrs CLA Global TS Public Accounting Corporation as the Independent Auditor of the Company.			
7	Authority to Allot and Issue Shares.			
8	Authority to Allot and Issue Shares under the MeGroup Employee Share Option Scheme.			
9	Authority to Allot and Issue Shares under the MeGroup Performance Share Plan.			
10	Renewal of Share Buy-Back Mandate.			

(1) If you wish to exercise all your votes “For”, “Against” or “Abstain”, please tick within the box provided. Alternatively, please indicate the number of votes as appropriate.

Dated this _____ day of July 2026

Total number of Shares in:	No. of Shares
(a) CDP Register	
(b) Register of Members	

Signature of Shareholder(s)
or, Common Seal of Corporate Shareholder

*Delete where inapplicable

Notes:

- (1) Please insert the total number of shares held by you. If you have shares entered against your name in the Depository Register (as defined in Section 81SF of the Securities and Future Act 2001), you should insert that number of shares. If you have shares registered in your name in the Register of Members of the Company, you should insert that number of shares. If you have shares entered against your name in the Depository Register and registered in your name in the Register of Members, you should insert the aggregate number of shares. If no number of shares is inserted, this proxy form will be deemed to relate to all shares held by you.
- (2) A shareholder of the Company entitled to attend and vote at a meeting of the Company is entitled to appoint one (1) or two (2) proxies to attend and vote in his/her stead. A proxy need not be a shareholder of the Company. Where a shareholder appoints two (2) proxies, the appointments shall be invalid unless he/she specifies the proportion of his/her shareholding (expressed as a percentage of the whole) to be represented by each proxy.
- (3) A shareholder who is a relevant intermediary entitled to attend the meeting and vote is entitled to appoint more than one (1) proxy to attend and vote instead of the shareholder, but each proxy must be appointed to exercise the rights attached to a different Share or Shares held by such shareholder. Where such shareholder appoints more than one (1) proxy, the appointments shall be invalid unless the shareholder specifies the number of Shares in relation to which each proxy has been appointed. "Relevant intermediary" has the meaning ascribed to it in Section 181 of the Companies Act 1967 of Singapore.
- (4) A corporation which is a shareholder may authorise by resolution of its directors or other governing body such person as it thinks fit to act as its representative at the Meeting, in accordance with Section 179 of the Companies Act 1967 of Singapore.
- (5) The instrument appointing proxy/proxies must be signed by the appointor or his attorney duly authorised in writing. Where the instrument appointing a proxy is executed by a corporation, it must be executed either under its common seal or under the hand of any officer or attorney duly authorised.
- (6) Where this instrument appointing proxy/proxies is signed on behalf of the appointor by an attorney, the power of attorney or a notarially certified copy thereof (failing previous registration with the Company) must be lodged with this instrument of proxy, failing which this instrument of proxy may be treated as invalid.
- (7) The instrument appointing proxy/proxies, duly executed, must be submitted through any of the following means not later than **28 July 2026, 11.00 a.m.**, which is not later than 72 hours before the time appointed for holding the AGM:
 - a) if sent personally or by post, be lodged at c/o In.Corp Corporate Services Pte. Ltd., 36 Robinson Road, #20-01 City House, Singapore 068877; or
 - b) if submitted by email, be received by the Company at shareregistry@incorp.asia.

Shareholders are strongly encouraged to submit their completed proxy forms via email to shareregistry@incorp.asia.

- (8) The Company shall be entitled to reject the instrument appointing proxy/proxies if it is incomplete, improperly completed or illegible or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified in the instrument. In addition, in the case of shares entered in the Depository Register, the Company may reject any instrument appointment proxy/proxies lodged if the shareholder being the appointor, is not shown to have shares entered against his/her/its name in the Depository Register as at seventy-two (72) hours before the time appointed for holding the AGM, as certified by The Central Depository (Pte) Limited to the Company.

Personal Data Privacy:

By submitting an instrument appointing proxy/ proxies, the member accepts and agrees to the personal data privacy terms set out in the Notice of AGM dated 16 July 2026.

CORPORATE INFORMATION

Board of Directors

EXECUTIVE:

Wong Keat Yee

Executive Chairwoman

Wong Sai Hou

Executive Director and Chief Executive Officer

Wong Sai Keat

Executive Director

NON-EXECUTIVE:

Chee Teck Kwong Patrick

Lead Independent Non-Executive Director

Benjamin Choo Chih Chien

Independent Non-Executive Director

Edmund Lai Sou Wei

Independent Non-Executive Director

Chong Kwea Seng

Independent Non-Executive Director

Audit Committee

Edmund Lai Sou Wei

Chairman

Chee Teck Kwong Patrick

Member

Benjamin Choo Chih Chien

Member

Chong Kwea Seng

Member

Nominating Committee

Chee Teck Kwong Patrick

Chairman

Benjamin Choo Chih Chien

Member

Edmund Lai Sou Wei

Member

Chong Kwea Seng

Member

Remuneration Committee

Benjamin Choo Chih Chien

Chairman

Chee Teck Kwong Patrick

Member

Edmund Lai Sou Wei

Member

Chong Kwea Seng

Member

Company Secretary

Yoo Loo Ping

Registered Office

133 Cecil Street

#14-01 Keck Seng Tower

Singapore 069535

Share Registrar

In.Corp Corporate Services Pte. Ltd.

36 Robinson Road

#20-01 City House

Singapore 068877

Independent Auditor

CLA Global TS

Public Accounting Corporation

80 Robinson Road

#25-00

Singapore 068898

Audit Director-in-Charge

Hock Xiu Min, Sandy

(appointed since the financial year ended 31 March 2024)

Continuing Sponsor

UOB Kay Hian Private Limited

83 Clemenceau Avenue

#10-01 UE Square

Singapore 239920

Principal Bankers

Affin Bank Berhad

AmBank Islamic Berhad

Hong Leong Bank Berhad

HSBC Bank Malaysia Berhad

Malayan Banking Berhad

Public Bank Berhad

The Hongkong and Shanghai Banking Corporation Limited





Megroup Ltd.

COMPANY REGISTRATION NUMBER:

201804996H

—

133 Cecil Street

#14-01 Keck Seng Tower

Singapore 069535

Tel: +603-9076 5361 (Malaysia Office)

Fax: +603-9076 4361 (Malaysia Office)

Email: admin@mnsb.me-grp.com

www.me-grp.com